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ABSTRACT

This SPEC (Systems and Procedures Exchange Center) kit is based partially on the results of a fall, 1984 survey of the 117 Association of Research Libraries (ARL) members to determine the extent to which they have reorganized staff and the role played by automation in planning organizational change. Particular attention was paid to the integration of public and technical services functions. Of the 82 respondents, 46 indicate they are currently organized along traditional technical services/public services lines and 36 report some integration; no respondents report complete integration. The kit contains statistical survey results and a copy of the survey, as well as program descriptions, annual reports, organization charts, recommendations, and job descriptions. The following United States and Canadian institutions are represented: Boston University; Brigham Young University; University of British Columbia; University of California at Los Angeles; University of Illinois; University of New Mexico; New York University; Ohio State University; Pennsylvania State University; University of Texas at Austin; University of Waterloo; Wayne State University; and York University. (THC)

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spec flyer #112, March 1985 OMS
Systems and Procedures Exchange Center

AUTOMATION AND REORGANIZATION OF TECHNICAL AND PUBLIC SERVICES

ISSN 1060 3574

The typical organizational structure of libraries is built along the basic split between public and technical services functions. Until recently, the major focus of automated systems has been in the technical services areas, but the advent of the online catalog and integrated systems that affect the public service areas has called the traditional separation of functions into question.

Several factors have contributed to a climate for the "blurring of lines" between -- or outright integration of -- technical and public services functions. In addition to automation, budget reductions, with their concomitant effect on staffing, have caused libraries to reassess the practice of hiring two specialists in the same subject or language area, one each in public and technical services. At the same time, the services of bibliographic utilities have enabled most libraries to reduce the number of professional catalogers. Finally, enhanced user expectations, accompanied by new services options created by technology, also encourage change.

This SPEC kit is based partially on the results of a Fall 1984 survey of the 117 ARL members to determine the extent to which research libraries have reorganized staff (with particular attention to the integration of public and technical services functions), and the role played by automation in planning organizational change. Of the 82 respondents, 46 indicate they are currently organized along traditional technical services/public services lines and 36 report some integration. No responses indicate complete integration of public and technical services. More complete statistical survey results are presented in the accompanying kit.

FORCES FOR AND AGAINST CHANGE. Libraries were asked to assign a priority to each of eight possible factors contributing to organizational change. Although the introduction of -- or movement toward -- integrated systems was ranked first, other automation-related activities did not receive particularly high rankings. Changes in administration ranked second, followed by need for improved staff performance, introduction of on-line catalogs, economic factors, and increased emphasis on mission (service to users). The use of bibliographic utilities and the need for improved staff development/morale tied for last place. Other factors include the growing interrelationship of functions, new buildings, and the desire to decentralize access to bibliographic work files.

Libraries have integrated staff in a variety of ways. Multiple roles (defined as one individual performing more than two major functions) is one common method, with 25 occurrences. Dual function positions (e.g. half cataloging, half reference) are noted by 13 libraries. Job rotation is reported by 4 libraries. Some libraries indicate that the exact mechanisms for sharing of functions have yet to be determined, while others vary from alloting a few hours a week to job sharing, to the re-assignment of whole units. While collection development/selection activity is named most often as a shared function, it is clear that there is increasing involvement by technical services staff in reference, including work at catalog information desks.

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While libraries do recognize the importance of coordination between public and technical services, it seems clear that there is no general movement toward integration at this time. Over half the respondents indicate they are organized according to a strict technical/public services split, and the organization charts from libraries with some degree of integration indicate the beginnings of change, rather than a complete restructuring.

Many libraries have concentrated their efforts on the technical aspects of automation, rather than on the reorganization that automation may require or allow. There has been some experimentation with modifications to traditional organizational structures. Yet, libraries seem reluctant to make significant changes to organizational stuctures which technology may be rendering ineffective. Few models for the 1990's and beyond exist, although several libraries responding to the survey indicate the need for organizational change.

ISSUES AND TRENDS. While the integration of functions is the focus of this study, it is only one possible model for organizational change. Other types of reorganization also offer routes for the future. Emerging directions that illustrate how libraries are dealing with pieces of this issue include: treating collection development as a line function; movement of some technical processing units to collection development; integration of technical services units; elimination of duplication of tasks between public and technical services; treating systems as a line function, sometimes including planning, circulation, and technical services within its scope; circulation (including reserve) moving from public services to technical services; and splitting off of assistant directorships for branch and central public services (each being a separate assistant directorship). Some evidence of actual new organizational structures can be seen in the increased use of committees and task forces to address mutual public/technical services concerns, and multiple reporting relationships (e.g. for collection development, cataloging, and reference activities).

More information is required with respect to how change comes about, who is involved in decision-making, how better use can be made of present staff, and what measures can be used to determine the success of reorganization. Substantial changes call for renewal and redefinition of the library's mission regarding its environment, as well as the reordering of traditional functional-based hierarchical relationships into matrix-style organizations characterized by multiple reporting relationships and a heavy emphasis on managerial teamwork and cooperation based on shared goals.

SPEC Kit #112, **Automation and Reorganization of Technical and Public Services** (March 1985), includes 14 documents (95 pages) including SPEC survey results, program descriptions, organization charts, recommendations, and job descriptions. SPEC kits are available by subscription from the Systems and Procedures Exchange Center, OMS/ARL, 1527 New Hampshire Ave., N.W., Washington, D.C. 20036. Individual kits may be purchased - prepaid only - for $20.00 (U.S.), with a check made payable to "ARL Office of Management Studies." (Library members of ARL receive kits for $10.00).

This flyer/kit was prepared by B.J. Busch, Area Coordinator,
Humanities & Social Sciences Library, University of Alberta,
as part of the OMS Collaborative Research/Writing Program.

USES OF SPEC KITS

The Systems and Procedures Exchange Center (SPEC) is a clearinghouse operated by the Association of Research Libraries, Office of Management Studies that provides a central source of timely information and materials on the management and operations of large academic and research libraries. It facilitates the exchange of knowledge and documents through SPEC Kits, which are distributed ten times each year to ARL members and other interested libraries. The Kits include topically-arranged groupings of unedited primary source documents – selected for their value to administrators and decision-makers – that illustrate a wide range of alternative approaches to specfic issues.

Kit documents come from general membership surveys and from selected libraries contacted directly by SPEC, and most Kits are produced within six months of surveys. The documents' value comes from their variety of ideas, methods, and solutions. They are not viewed as finished products, but rather as points of departure for a library's planning efforts and as stimulants to innovative approaches to problem-solving. As such, Kits do not present answers or prescriptions for any one library; instead they illustrate how selected ARL members are planning for or dealing with particular issues. The worth of any one Kit to a particular library will depend upon the specific topic covered and the library's stage of development in that area.

Materials are selected according to the following criteria:

- Presents an approach of potential value to administrators and decision-makers
- Timely, and dealing directly with the topic under consideration
- Probability of application of ideas or thinking to other library situations
- Illustrative of actual practice, rather than theoretical
- Understandable, readable communication

All together, the materials should provide a range of alternative approaches that complement each other, provide variety, and stimulate comparison and contrast.

Libraries can take advantage of the Kit compilations in a number of ways. Administrators can evaluate the assumptions, methods, and results of other libraries' approaches; compare and contrast them; and use the learnings in their own situations. Library staff members can use the kits as professional development and current awareness tools. Committees and task forces can use them to begin a review of current practices. And the Kits can identify other persons or places to contact for further information. Back-up files in the SPEC office also are available for loan to member libraries. In addition, SPEC will conduct on-demand surveys or analyses geared specifically for a single library.

EVALUATION

Kit Title/Number _____

1. Which uses did the library make of this Kit?

2. Please indicate how useful the Kit was for these purposes.

☐ Very Useful ☐ Quite Useful ☐ Somewhat Useful ☐ Not Useful

3. Do you have suggestions for this Kit or for future Kits?

(optional)

NAME _____

LIBRARY _____

PHONE _____

Please return this form to the SPEC Center, OMS/ARL, 1527 New Hampshire Ave., N.W., Washington, DC 20036.

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ISSN 1060 3582

AUTOMATION AND REORGANIZATION OF TECHNICAL AND PUBLIC SERVICES

KIT #112, MARCH 1985

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OCTOBER 24, 1984

OMS

Systems and Procedures Exchange Center

TO: SPEC Liaisons

FROM: SPEC Center B.J. Busch & Maxine Litts

RE: Enclosed Survey on Automation-Based Reorganization

The impact of automation (particularly services provided by bibliographic utilities and the advent of the on-line catalog) is causing many academic libraries to re-assess the size, staffing make-up, and functions of public and technical services departments. While some libraries are maintaining a strict split between these functions, others have created dual-function positions. Still others have tried to eliminate the functional split altogether.

Your answers to the enclosed survey and your accompanying documents will be used as the basis for a SPEC flyer/kit (and perhaps an occasional paper) on how research libraries are reorganizing staff in response to automation, with particular attention to the integration of public and technical services functions.

From the results of this survey, we will target between five and ten libraries for on-site visits.

B.J. Busch, Area Coordinator of the Humanities and Social Sciences Library at the University of Alberta, who is working with the OMS during her sabbatical leave this year, will be conducting this survey and on-site visits as part of the Collaborative Research-Writing Program. If you have questions or comments, please feel free to call her at the OMS.

Your cooperation is most appreciated.

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OFFICE OF MANAGEMENT STUDIES

ASSOCIATION OF RESEARCH LIBRARIES 1527 New Hampshire Avenue, N.W., Washington, D.C. 20036 • (202) 232-8656

OCTOBER 24, 1984

SPEC SURVEY ON AUTOMATION-BASED REORGANIZATION

NAME OF RESPONDENT_____

LIBRARY/INSTITUTION_____

TELEPHONE (A.C.)_____

1. How would you characterize your library's current organization?

_____ organized along traditional technical services/public services lines
_____ some integration of technical and public services functions
_____ no functional split between technical and public services
_____ other _____

_____

2. Has your library begun or is it planning for reorganization involving technical/public services?

_____ has begun
_____ is planning for
_____ other (specify)_____
_____ none of the above
IF "NONE" PLEASE GATHER RELEVANT DOCUMENTS LISTED AT END OF SURVEY, AND RETURN TO OMS.

3. What year did changes begin, or when will they begin? _____

4. To what extent do the following factors affect the reorganization of staff? Indicate priority, with 1= most significant.

_____ bibliographic utilities
_____ changes in administration
_____ economic factors
_____ institutional mission (service to users)
_____ integrated systems
_____ more effective staff performance
_____ on-line public access catalog
_____ staff morale/development
_____ other (specify)_____

5. Regarding changes or proposed changes in the organization, indicate which traditional public services functions are being (or will be) shared by technical services staff, and vice versa. Check as many as applicable.

PUBLIC SERVICE FUNCTIONS SHARED BY TECHNICAL SERVICES STAFF

_____ bibliographic instruction
_____ circulation
_____ on-line searching
_____ reference
_____ selection/collection development
_____ other (specify)_____

TECHNICAL SERVICES FUNCTIONS SHARED BY PUBLIC SERVICES STAFF

_____ acquisitions
_____ cataloging
_____ selection/collection development
_____ other (specify)_____

6. Which staff ranks are (or will be) involved in the sharing of functions? Indicate number of staff for each applicable level.

NUMBER

_____ clerical
_____ assistants/technicians
_____ professionals
_____ other (specify)

7. How are these staff organized?

_____ function (e.g., cataloging, reference)
_____ subject (e.g., social science, chemistry, etc.)
_____ language (e.g., Slavic, German, etc.)
_____ format (e.g., government publications, microfilm)
_____ level (e.g., undergraduate, graduate)
_____ other (specify)_____

8. How are the duties of the above staff shared.? Check as many as applicable.

_____ job rotation
_____long-term
_____short-term
_____ dual function (e.g., half cataloging, half reference)
_____ multiple roles (one individual performs more than two functions)
_____ other (specify)_____

PLEASE ENCLOSE SUPPORTING DOCUMENTS FOR A SPEC KIT, INCLUDING SELF-STUDIES, JOB DESCRIPTIONS, ORGANIZATION CHARTS, PLANNING DOCUMENTS, COMMITTEE REPORTS, PROGRESS REPORTS, BACKGROUND PAPERS, DOCUMENTS INDICATING PERFORMANCE STANDARDS AND/OR REPORTING RELATIONSHIPS RESULTING FROM ORGANIZATIONAL CHANGES, ETC.

RETURN THIS SURVEY WITH DOCUMENTS BY NOVEMBER 30 TO: B.J. Busch, ARL/OMS, 1527 New Hampshire Ave., N.W., Washington, D.C. 20036.

SURVEY RESULTS: AUTOMATION-BASED REORGANIZATION

82 Responses (70%)

1. Current organizational structure
   - Traditional 46
   - Some integration of pub & tech serv 36

2. Status of reorganization
   - Begun 18
   - Planning 9
   - Other 16
   - None of the above 38
     - Discussion of thinking stage: 10
     - Likely in future 6
     - Ongoing 3
     - Planning in tech. serv. only 2

3. Year of change or planned change

1986	1	1982	4	1976	1
1985	9	1980	1	1973	1
1984	7	1979	5		
1983	3	1977	1		

4. Factors affecting reorganization (priority order)
   1. integrated systems
   2. changes in administration
   3. improved staff performance
   4. OPAC
   5. economic factors
   6. mission (service)
   7. bibliographic utilities
   8. staff dev./morale

   Other factors: new building; interrelationship of functions; planned change; decentralization of access to bibl. work files; ARL Public Services Self-Study.

5. Public Service functions shared
   - Selection (25)
   - Reference (20)
   - Bibl. Inst (15)
   - On-line srch (13)
   - Circ (11)
   - Other: circ file maint on-line automation planning serial record maintenance

   Tech Service functions shared
   - Acquisitions (9)
   - Selection (28)
   - Cataloging (15)
   - Other: Cat. maint. on-line automation planning data base input serials check-in, Recon, acquisitions serial record mainten.

6. Staff ranks involved
   clerical (14) asst./technician (21) professional (35)

7. Organization of staff
   - function (27)
   - subject (19)
   - format (12)
   - language (10)
   - level (4)

8. Duties shared by
   Multiple roles (25) Dual function (13) Job rotation (4)
   Other: small portion of time allotted from normal work; not yet determined; by assigning whole units

Documentation received: Org. charts (28); Letters (9); Reports (9); Job descr. (5); Other-notes, etc. (4)

Boston University

Mugar Memorial Library
771 Commonwealth Avenue
Boston, Massachusetts 02215

University Libraries
Karin Begg
Associate Director of Libraries
617/353-3712

December 3, 198-

B. J. Busch
SPEC Center
ARL/OMS
1527 New Hampshire Avenue, N.W.
Washington, D.C. 20036

Dear Ms. Busch,

The enclosed questionnaire and documents do not reflect reorganization directly in response to automation, and thus may not relate to the survey at hand. However, the library does have some experience in staff organization along less than traditional lines in its Bibliographic Services Department, and is moving towards another form of integration of work in the planned-for Searcher Pool.

The introduction to the 1982/1983 Annual Report for the Bibliographic Services Department gives a brief history of the establishment of the department, a sense of how the staff operates within the department and an overview of the department's administrative structure. Briefly alluded to are also two of the library's cross-departmental standing committees. What is not mentioned is the fact that professional staff from the Cataloging Department also do both bibliographic instruction and online searching, if on a limited basis, and that these catalogers are evaluated on their performance of those functions by the appropriate Bibliographic Services Coordinators.

The Searcher Pool, which will be implemented in early 1985 along the lines proposed in the included planning documents, will involve multiple roles of another sort, in this instance for the paraprofessional staff of the Cataloging and Bibliographic Services Department. The rationale for this reorganization is elimination of redundant tasks and speed-up of processing of new materials; but it is made possible by the fact that OCLC is already being used by the two staff groups in the performance of their current tasks. (The new job description for these combined-duties paraprofessionals has not been finalized.)

We are certainly aware that with the arrival of library-wide automation, other staff reorganization is likely; but we do not yet have specific plans for this. It is a topic of great both interest and concern to me, however, and I look forward to your related SPEC Kit.

Sincerely,

Karin Begg

Karin Begg
Associate Director

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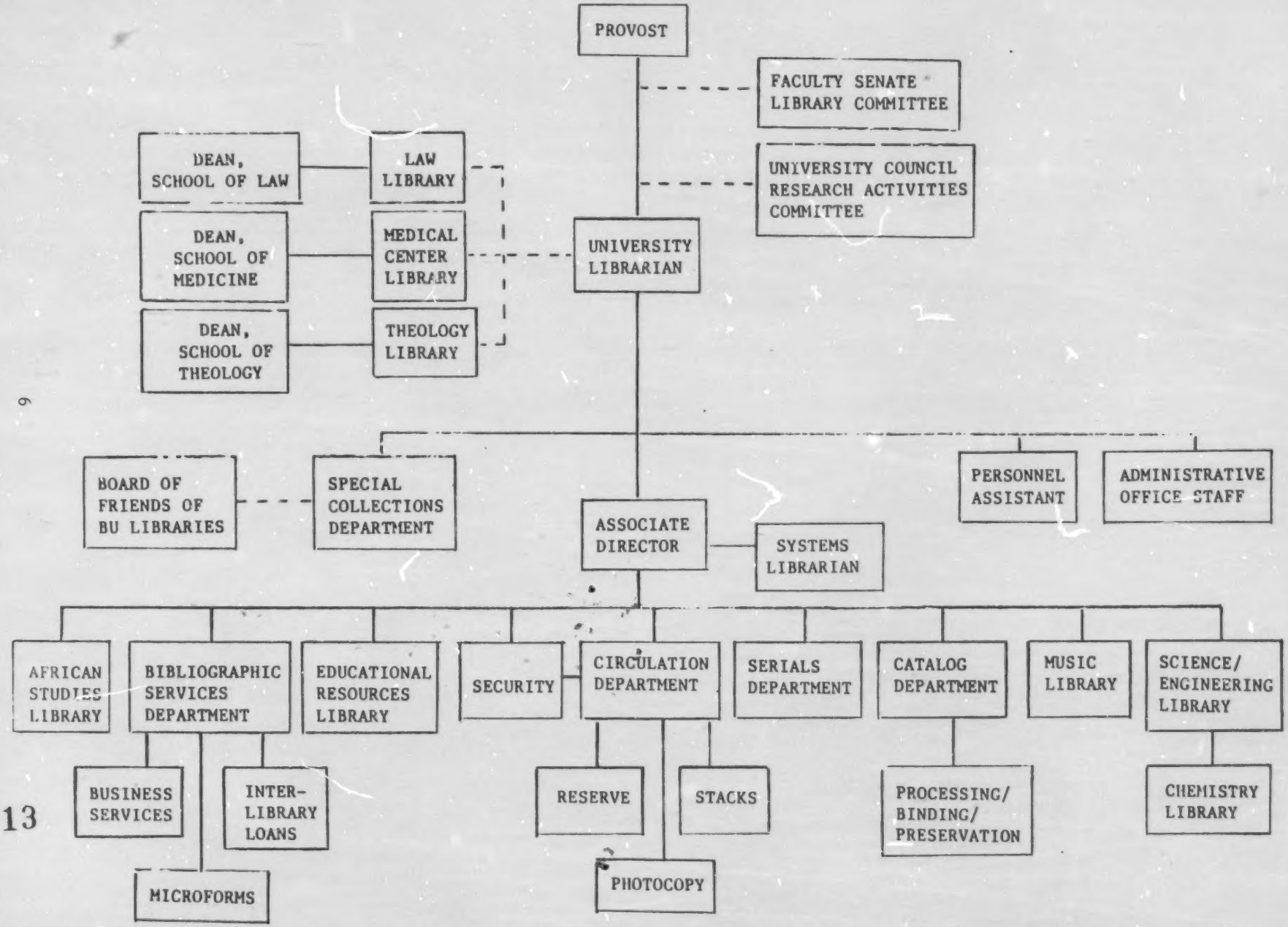
BOSTON UNIVERSITY LIBRARIES: Reporting relationships 3-84/kb



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BIBLIOGRAPHIC SERVICES
ANNUAL REPORT
1982/1983

The Bibliographic Services Department is a multifaceted public and technical services department which consists of: Acquisitions, Bibliographic Instruction, Business Services, Collection Development, Computer Searching, Interlibrary Loan, Reference, and Microforms/Current Periodicals.

Bibliographic Services came into being in 1979 when it was determined that the demand for these public services had been steadily increasing without sufficient staff to meet the needs of the Boston University Community. The decision was made to merge the services being extended independently by Reference and Acquisitions, since both departments were directly or indirectly responsible for providing for the curriculum and research needs of the faculty and students.

The responsibilities of the professional staff of these departments were expanded so that they were enabled to participate in all of the professional activities of the public services sector. The subject bibliographers were assigned to provide reference service, conduct online searches and to participate in Bibliographic Instruction. The Reference Librarians, whose collection development responsibilities had been limited to maintaining the reference collection, were given collection development responsibilities in various subjects areas.

The result of this reorganization has been beneficial both for the Library and for the staff. It has enabled the Library to upgrade the quality of its services. Online searching and Bibliographic Instruction services, for example, had previously been extended on a limited basis, because of inadequate staffing. Today, these two services play a major role in the public services activities of the department. The staff has gained a great deal in that the reorganization has been instrumental in developing considerably their professional skills.

When the department was originally formed, it was administered by two co-heads, Jeanne Anderegg and myself. With Jeanne's resignation in June, 1983 to parent a child and move to North Dakota, administration reverted to one head. The Circulation Department was also part of Bibliographic Services in 1979; however, the decision was made to return it to its original status in 1982.

The department is normally staffed by four coordinators (assistant department heads, each responsible for one of the major areas of service), twelve librarians, two part-time librarians, four area supervisors and sixteen support staff. During the past four years, the department has experienced

considerable turn over in staff. Several librarians have either been promoted or have accepted positions elsewhere. Currently, the department has one coordinator's position vacant, two librarians' positions vacant, one part-time librarian and two clerical positions vacant. The ILL supervisory position recently vacated, has just been filled by Barbara Best. Linda Plunket, the Health Sciences bibliographer, is currently on maternity leave. Providing professional services on the level we had been extending will be extremely difficult during this fall semester with the high number of vacancies we are presently experiencing.

Bibliographic Services is approaching it fifth year as an entity; the time has come, indeed it is somewhat overdue, to examine and evaluate our services and activities. We must determine our future direction so that we will be prepared to meet the new developments and concerns that are being experienced by all academic libraries.

One area of concern is the impact upon Reference Services with the availability of online services such as the Search Helper and BRS After Dark. We must explore the possibilities of utilizing the LINX system as a reference and acquisitions tool. Consideration must be given also to the coming BLC/Faxon Union List which will ultimately become our major serials information source. With more reference material coming out in fiche format, such as the NUC and the BLC/Faxon union list, plans must be formulated for the acquisition and location of additional fiche readers. Fiche storage cabinets must also be acquired and placed so that the reference staff and patrons have access to the material.

As David Snyder stressed in his report on the Computer Search Service, decisions must be made concerning the future use of and availability of new systems. Staff training for searching is another concern. We must take a realistic look at what is possible and set guidelines, etc. This must be accomplished while bearing in mind budget limitations, technological changes and anticipating and meeting the research needs of our patrons.

The future direction of Bibliographic Instruction is another service which must be determined. Obviously, with a limited staff and a student body as large as that at Boston University, we do not have the resources to meet all the levels of needs which exist. On what levels or which groups do we concentrate? Our methodology is something else which must be examined. Staff training in Bibliographic Instruction presentations and the need for closer contact with faculty is another aspect of the service which must be addressed.

Identifying special target groups and developing programs to meet the needs of these groups is one direction we could take. Ardelle Legg and Linda Plunket, Health Science Bibliographers succeeded admirably in the efforts they made in working closely with the School of Nursing these past two years. Anne Ilacqua, the Social Work Bibliographer, has also established close contact

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with the School of Social Work and has worked with groups of social workers during the past year. The students of the School of Nursing and the School of Social Work have special needs which have been identified and will continue to be addressed. Economics and Management students have needs which require access to reference tools which are difficult to use. I believe that we must cooperate more fully with the faculty and students and develop a program which will fulfill their information and research requirements.

The book funds have received healthy increases these past two years. These increases have also brought about a greater awareness of our responsibility to monitor carefully our expenditures to ensure that the curriculum and research needs of the faculty and students are attained. The bibliographers have been mandated to intensify their efforts to communicate with the faculty and to procure all available information concerning the present and future programs of the departments of the university. This information will enable us to acquire library materials more intelligently and to be prepared for future trends as they develop. With this mandate in mind, the Faculty Liasion Committee was created. Members of the Committee include: Mary Crowe, Bonnie Hill, Anne Ilacqua, Ardelle Legg, Mary McGowan, Linda Plunket, and Eileen Hardy, chair.

The Committee is a standing one, whose charge is: to explore, develop and implement the most efficacious and efficient method for the Bibliographic Services Department to establish or improve communication and interaction with faculty and other members of the Boston University Community. Participation by all Bibliographers is not only encouraged but expected. Plans, guidelines and a menu have been developed to assist Bibliographers in enlarging their role and establishing greater contact with the various university departments. The minutes of the Committee meetings are distributed to each of the librarians. A resource file for materials relating to the activities and interests of this Committee has also been set up for the benefit of the librarians. The work of the Committee is ongoing and its direction and scope will be continually monitored and determined on a regular basis.

The department has placed heavy emphasis on the development of the skills of the staff during the past four years. This committment will continue in the future. The Coordinators and I will be seeking new methods and developing programs which will aid the staff to improve their ability to fulfill their responsibilities and improve the services currently being extended. These plans, not only include the professional staff, but will also include the support and student staff in all areas.

With the increase of publications in microformat, I believe that we must increase the awareness of the staff, as well as patrons, of the value and availability of microforms materials for research. When a new Bibliographic Instruction Coordinator is appointed, I see this person working more closely with staff and

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patrons to achieve this goal.

Interdepartmental communication and cooperation is absolutely vital if the library is to make a meaningful contribution to the Boston University community. This past year, members of the Bibliographic Services Department staff and I have been working more closely with other library departments.

Under the direction of Karin Begg, two standing committees have been established. The Serials Coordinating Committee, with members of the Serials, Catalog and Bibliographic Services Departments participating, have met on a regular basis for the past year. These meetings have been extremely valuable in that information has been exchanged, problems have been discussed and mutually agreed upon solutions have been reached. One important result of these meetings has been the realization of the need to remain informed on the needs and procedures of each department and the impact on each other of decisions and changes that are implemented.

The Bibliographic Processing Committee, which was originally formed to address the problem of the cataloging backlog, now meets regularly to consider other topics which are of mutual interest to each department. Members of the Bibliographic Services and Catalog Departments participated and have contributed a great deal.

Members of the Catalog Department, David Snyder, and I have met informally to resolve problems concerning access to the microfiche collections. These meetings have been informative: some problems have been resolved, but more work needs to be accomplished.

During the next few months, I intend to continue to meet with other departments, both formally and informally. I plan to invite members of other departments to our departmental meetings so that we can learn more about the functions and problems of these departments. I believe that exchanging information and ideas can be mutually beneficial and that the overall operations of the library will be improved.

These past four years have been rewarding ones for the staff and the department. Much has been accomplished, but we must be prepared for and be continually aware of new developments in and future directions of academic libraries in general and Boston University specifically.

Submitted by:

Mary T. Crowe, Head
Bibliographic Services Department

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Boston University

COMBINED SEARCHING:

A REPORT IN FAVOR

by the Adhoc Subcommittee on Searcher Utilization

of the Bibliographic Processing Committee

Carol Fitzpatrick

Alfredo Llop

Bonnie Naifeh-Hill

Raymond Trevino, jr.

Diana Ukleja (chair)

August 28, 1984

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The charge to the committee:

To investigate and propose alternative ways in which the work of the two sets of searchers in the Catalog and Bibliographic Services Departments could be accomplished, to the immediate end of processing newly acquired bibliographic materials more rapidly and for the long-run purpose of streamlining all of the searchers' work and eliminating duplication of effort between the two groups.

As corollaries:

Identify related areas which might need investigation by others.

Suggest implementation approaches.

Seek input from other library staff.

Issue minutes of meetings and a final report by August 31, 1984 to the Bibliographic Processing Committee.

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Summary of the final proposal

of the Adhoc Subcommittee on Searcher Utilization

The subcommmittee recommends that combined searching be implemented with 8 searchers and 4 paraprofessionals. The 8 searchers will pre-order search for assigned book funds, then search and catalog (where possible) the books they have ordered when these arrive, as well as the approval plan books charged against their assigned funds. A new job description has been drafted, and it is the opinion of the subcommittee that this job description might well be rated grade 15.

We recommend that three searcher positions be upgraded to paraprofessionals: two to be assigned language specialties, one to be assigned responsibility for gift books. All four paraprofessional positions would include pre-order search responsibilities plus assigned subject areas for work with 090 copy. We suggest that the frozen acquisitions searcher position be used to pay for these changes. If all the positions are upgraded, including all the existing grade 15's, there will be a shortfall of $9-10,000 per year.

We suggest that shelflisting be streamlined and that the Catalog Department investigate the possibility of unrevised filing, but we do not eliminate shelflisting and filing as searchers' duties. We state our assumption that all the duties now included in these jobs should continue to be incorporated in the combined job.

We refer to the problems in lines of authority for name authority work and the correction of catalog card errors raised by members of the Catalog Department, and state that these issues should be considered in deciding whether and how to implement combined searching.

The subcommittee members continue to feel, however, that acquisitions, copy cataloging (both LC and member input), ordering and fund-accounting for the general workflow belong together in a separate Monographs Department, and that is the structure we recommend. We believe that lines of authority for specific responsibilities such as name authority work and collection development can function effectively when separated from lines of direct supervisory responsibility.

We feel that a combined searchers unit would require a single location for all the OCLC terminals in a central position in the technical services area which is as comfortable as possible. While a suitable position has occurred to us, we feel that issues of physical relocation should be addressed by the ergonomics subcommittee in full partnership with all those affected, and that this should be part of the planning carried out after implementation has been decided upon (if it is.)

We recommend that computer assisted instruction (CAI) modules be developed to standardize in-house training and to ease the burden of this intensive activity.

We recommend that if combined searching is implemented, the planning process be as inclusive as possible, with a small steering committee overseeing a whole network of committees with specific responsibilities, on which as many as possible of the persons most nearly affected by the proposed changes should serve.

Summary written by D. Ukleja, 8-23-84.

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The Searcher Utilization Subcommittee has investigated progress on combined searching in research and in practice, and has analyzed the tasks comprising the searchers' jobs in the Catalog and Bibliographic Services Departments. Combined searching has recently been implemented at Iowa State University; the possibility is being investigated at Northwestern University, and considered at New York University. The American Library Association formed a Combined Searching Discussion Group at its conference in Dallas this summer.

COMBINED SEARCHING

We feel that implementation of combined searching at Mugar can be managed quite straightforwardly by adding together all the available searcher positions in a single unit, distributing the subject areas for which acquisitions searching is done more widely to free up time for each searcher to devote to searching the books in his/her subject areas as they arrive, and producing catalog cards for those books (where possible.)

There are presently five searcher positions in the Catalog Department (an increase of one position since the subcommittee began its work) and each searcher is assigned three hours of terminal time daily for searching and card production. The six searchers in Bibliographic Services use the terminal more informally, and usually for no more than two hours daily. If eleven searchers each devoted one hour to online acquisitions searching and two hours to cataloging searching daily, cataloging search time would increase from an imminent 15 hours daily (an actual 9 hours this past summer) to 22 hours, an increase of nearly 50%. It is difficult to imagine backlogs of unsearched material remaining if such an increase in searching is realized.

We believe that the subject approach to cataloging searching can reap additional benefits: each searcher will be working with familiar material, and many problems in searching will be reduced by recognition of specific items, and by greater knowledge of problem entry points. The bibliographic expertise gained from examining cataloging records with a trained eye should also improve each person's acquisitions searching ability, both online and off.

The subcommittee believes that combined searching of the sort described should be implemented at Mugar to increase productivity and efficiency; to enrich the individual searcher's jobs by making them both more complete--adding acquisitions searching and verification to cataloging searching and card production on receipt-- and more discrete--narrowing cataloging searching to specific subject areas over which a certain command and mastery can be gained; and to create one larger, more flexible unit from two smaller ones, which will be better able to respond to those changes the future will surely bring.

In examining the extraordinary increase in time spent on cataloging searching which the implementation of combined searching would make possible, the subcommittee felt that it was more time than would actually be required. Taking into account the interest on the part of some Bibliographic Services staff in the creation of paraprofessional positions for acquisitions work, and the existing paraprofessional backlog of books for which OCLC member-input cataloging has been found, we considered the possibility that some of the

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searchers' positions might be converted to paraprofessional positions. These positions would combine the verification and completion of member-input cataloging for card production with specialized acquisitions searching responsibilities. We concluded that the creation of four such positions would be very desirable, both to share out the significant weekly flow of books for which member-input cataloging has been found online more equably, reducing the present backlog and preventing future recurrences, and to better recognize the special difficulties of searching non-English and gift materials now established in specific acquisitions positions at the searcher level.

We recommend therefore that combined searching be implemented with eight searchers and four paraprofessionals: the present general paraprofessional in the Catalog Department, and the Romance languages searcher, the Germanic languages searcher, and the gifts searcher in Bibliographic Services.

STAFF INPUT

We have discussed our proposal with the searchers and paraprofessionals from both departments, with the bibliographers and with members of the Catalog Department. (Summaries of all our meetings with library staff are to be found in the Appendix to this report.)

Searchers felt that the idea of combined searching was sound and would reap the benefits we claim for it, but acquisitions searchers particularly were wary of increasing their daily terminal time and very insistent that the proposed change would involve doing more work, for which they felt entitled to receive more pay. The possibility that the new job description which would be required to implement the proposed change might result in an upgrading of their jobs, with consequent pay increases, was discussed very thoroughly. If this should happen, then they would be content; if it should not, further protests from the present acquisitions searchers can be expected.

Bibliographers wanted to know if their working relationships with the searchers would change. Except that subject areas would be reassigned among eight searchers rather than six, plus some subjects for the paraprofessionals, no change in the nature of the working relationship now in place was envisioned. Several catalogers expressed doubt that there was anything to be gained by making the proposed change, and recommended maintaining the status quo.

Members of the subcommittee have written a proposed job description, also in the Appendix, which we feel may result in an upgrading. Should this occur, we suggest that the acquisitions searcher position which has been frozen during the retrospective conversion project would be an appropriate source of revenue to cover the increase in salaries. Using mid-range hourly wage figures from the current District 65 contract, and an annual conversion factor of 1820 (52 35-hour weeks), upgrading eight searchers will cost $6,989. If paraprofessional positions are also upgraded, moving one position from grade 15 to grade 16 and three others from grade 14 to grade 16 will cost $6,552. Both together add up to $13,541; mid-range for the frozen position is $12,121.

FURTHER STREAMLINING

The present Catalog Searchers are heavily burdened with offline tasks. Each spends an hour a day shelflisting the books for which s/he has produced cards, several hours a week filing cards into one or another of the catalogs, and all available remaining time adding copies and volumes to the collection. Since shelflisting (marking the call number in the book, separating the parts of the multiple and filing the temporary shelflist and the cataloging workslip) and

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filing seemed relatively clerical duties, we sought ways to reduce or eliminate them from the combined searchers' jobs.

The suggestion to batch shelflisting daily for all searchers, so that each marks call numbers and separates multiples, but only one files temporaries, was well received by members of the Catalog Department. It is hoped that work-study students could assist by arranging each day's batch of temporary shelflists and of cataloging workslips; each searcher could then take a turn filing in one day's temporaries. Batching should take less time than individual shelflisting, and it should also provide a reliable source of daily statistics, and ease chronic misfiling of cataloging workslips.

Our suggestion with regard to filing was much less well received. The subcommittee had learned that the University of Pennsylvania, an OCLC library with production rates similar to ours, had instituted expert unrevised filing and had eliminated interfiling. Each expert filer files a single day's OCLC card receipts into the library's catalogs, and revises as s/he files; cards are filed within two weeks of receipt. For some time, we have had a surplus of revisers and a shortage of filers, as well as a chronic backlog of interfiling, so this solution appeared to have great appeal. The revisers in the Catalog Department were very strongly opposed to the idea, however, feeling that it would be more time-consuming in itself, and also in the extra training required, since our revisers specialize in one or another of the catalogs, and unrevised filing of the sort described involves filing in all catalogs. (See the Catalog Department response to the subcommittee's proposal in the Appendix.)

We had hoped that the Catalog Department would be willing to test unrevised filing to see if it can be adapted to our procedures. It does not appear to be any more expensive than our present procedures (see the cost-benefit analysis in the Appendix), and it does take less time altogether, based on the reviser's own estimates, though admittedly it would take more of the revisers' time on the whole. We feel this time can be compensated for by training the new paraprofessionals to revise, as the existing paraprofessionals do.

TRAINING

We feel that retraining of present staff would not be particularly difficult or time-consuming, and could probably be comfortably accomplished within a month, but that training of new staff would be slightly more complex, and would probably take more than the two months now necessary for cataloging training. We do think, however, that the full training could be compassed within the three-month probationary period. We also believe that training is presently very burdensome and intensive, and that the possibility of using computer-assisted instruction (CAI) modules to standardize in-house training is very desirable and should be earnestly pursued. Standard CAI modules would also be very useful for training new personnel in other parts of the library who will be using OCLC.

SUPERVISION AND STRUCTURAL ORGANIZATION

The subcommittee explored possible structures for housing a combined searchers' unit within the library organization. Since the searchers would be spending roughly half their time on searching for acquisitions and half on searching for card production, it did not seem appropriate to house them either entirely within the Catalog Department or entirely within Bibliographic Services. If the searchers were not to be in Bibliographic Services, however, it seemed appropriate to place Business Services along with them, because we feel that

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acquisitions work is so closely allied with ordering and fund accounting. This is, of course, a traditional and valid acquisitions department configuration, but the resulting structure would incorporate both acquisitions and copy cataloging functions and would be production oriented. In trying to envision where the whole unit would most logically and effectively fit into the library's organizational structure, we felt that the creation of a separate department, for which our working title is Monographs Department, would be justified.

We believe that professionals with both cataloging and acquisitions experience must be available to be responsible for the work of these searchers. As librarianship, like other professions, becomes more and more specialized, it is unlikely that any one person will meet both qualifications to the necessary level of expertise: two professionals must therefore share the responsibility for the searchers' work. By this we mean both as line supervisors and as decision-makers for policy and procedure. We strongly emphasize the need for both in order to effect a workflow based on a reasoned policy that acknowledges the needs and requirements of both functions--cataloging and acquisitions. We feel also that this organization will ease the liaison activities among the new department, the Catalog Department, and Bibliographic Services. Finally, we do not imply that each will remain uninformed about the other's duties; each will eventually be able to function in the other's areas at a level of acceptability, so that, should the need arise, the work of the department will continue smoothly and with a minimum of disruption.

The Catalog Department has for some time required that its searchers be supervised by a professional; Bibliographic Services has used a non-professional for this task. We believe that a non-professional can continue to serve as direct supervisor to the searchers, but not to the paraprofessionals; we feel a professional with cataloging experience must be directly responsible for those who are authorized to use OCLC member-input copy for card production. As the only professional cataloger in the department, this person would establish unverified entries, verify classification numbers not found in the shelflist, and resolve questions concerning descriptive cataloging and the interpretation of cataloging rules and procedures. This aspect of the new department's professional cataloger's position will be time-consuming, and for this reason we see the necessity for maintaining the non-professional searching supervisor. The Search Supervisor would have complete direct supervisory responsibility for the searchers and for their part of the department's work, as well as responsibility for monitoring OCLC system performance and contacting Nelinet and OCLC as necessary to resolve terminal problems.

The responsibilities of the professional with acquisitions experience would include coordinating the activities of the Search Supervisor and the Business Services Supervisor, in addition to establishing and supervising the accounts maintained with the various vendors and publishers. Establishing and maintaining a number of approval plans presents special problems: profile design and interpretation; publisher selection; plan interfaces (dual imprints, specialist plans versus general plans, etc.); documentation supplied and required; negotiation of discounts; etc. We feel that this work should be concentrated in the individual who is also responsible for those staff members who work with the plan on an item-by-item basis, so that a unified overall approach is maintained and the highest possible benefit at the lowest possible cost is derived from these plans.

The subcommittee feels that the optimal placement for the acquisitions and cataloging professionals within the suggested new department would be as head and assistant head. This appears to us to be a very satisfactory expression of the dual character of the work to be performed within the department.

When the possibility of a separate department being created to contain the combined searching unit was broached with library staff, the subcommittee encountered strong and sustained objections from members of the Catalog Department. Their opinions are expressed more fully in their response to the subcommittee's proposal, but the chief difficulties were perceived to be in having name authority work and quality control measures cross departmental lines. There was also considerable objection to paraprofessional work on OCLC member-input copy occurring outside the Catalog Department.

The subcommittee acknowledges the importance of having name authority work and card corrections (quality control) coordinated each by a single person, and that those persons should be located in the Catalog Department, which has the responsibility for assuring the integrity of the library's catalogs. We feel, however, that these issues are so obviously vital that all departments of the library would agree to enforcement of the authority for these lines of responsibility across departmental lines. We assume that proper respect for lines of responsility for authority work and quality control can be built into a separate Monographs Department, and that any problems which develop can be resolved through the library's standing committees, such as the Bibliographic Processing Committee.

Bibliographers and members of Business Services had no similar qualms about the establishment of a separate department, except to raise the question of where responsibility for coordination of collection development should lie. The subcommittee refers that question to the library administration. Searchers were similarly accepting of the suggestion, with the exception of the general paraprofessional, who shared the catalogers' objection to the location of paraprofessional cataloging work outside the Catalog Department.

The subcommittee's original proposal suggested a separate department with a different name, the Bibliographic Processing Department, which included the Processing/Binding/Preservation unit. This suggestion was withdrawn when members of P/B/P expressed strong substantive objections to the idea. Details of those objections are to be found in the summary of the subcommittee's meeting with P/B/P in the Appendix. During this meeting, we learned that processing of newly cataloged materials has been conducted at peak, both in staff time and in work space, for some time. Filling the two vacant cataloging searcher positions will probably cause backlogs, and implementation of combined searching would presumably cause even bigger ones.

The present suggestion for the organizational structure we feel would allow a combined searching unit to function most effectively is offered as a basis for discussion within the library administration, should combined searching be recommended.

EQUIPMENT AND LAYOUT

The implementation of a combined searching unit would require increased terminal time. In order to schedule terminal time more effectively, all of the terminals should be in one place. That place should be as central to all technical services activities as possible consonant with a suitable position for VDT work. Placing three terminals on one modem and four on the other might also eliminate the trouble which the Catalog Department has had with its fifth terminal. For maximum efficiency, each terminal should have a 1200 baud printer attached, eliminating the waiting time we now experience when making printouts: waiting for the printout to be made, and waiting for someone else to finish a printout before starting to make one's own. If some or all of these printers will accept pin-fed or tractor-driven multiples, multiples can be

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printed out intead of typed up, and no additional typewriters will be needed for the searchers new to acquisitions work. It would be very desirable for resources such as the control file, the in-print authorities, the subject heading books and the classification schedules also to be centrally located; it is essential that the series authority file and the name authority file be as close to the terminals as possible. Terminal work for card production is frequently interrupted while these authority files are consulted.

Less space would be wasted and a more workmanlike atmosphere created if the oversize wooden library tables on which the terminals now rest were replaced by individual small terminal tables. Terminal tables have the additional advantage of providing aappropriate working heights for the VDT screens and the keyboards; coupled with glare screens and footrests, this equipment should provide significantly improved ergonomic conditions. The subcommittee also hopes that any new furniture selected is modular and adaptible; we refer our opinions on these matters to the Ergonomics Committee for their consideration.

Finding a central location roughly eight by twenty feet square for a block of terminals will not be possible without instituting a chain reaction of other moves. The subcommittee had a scale floor plan of the technical services area drawn up and experimented with possible rearrangements. (The details are in the minutes of our August 8th meeting.) We would expect the Ergonomics Committee to become the forum for discussion of changes in the layout of the technical services area; indeed, this may happen independently of recommendations concerning our proposal. We hope that, in any rearrangement which occurs, more space can be made available for Processing/Binding/ Preservation activities.

IMPLEMENTATION

We recommend that, if combined searching is implemented, that implementation be carried out with maximum involvement of those whose jobs will be affected by the proposed changes. We feel this can best be effected by creating a small steering committee to oversee a whole network of committees, each small in membership, short-term in lifespan, and very specific in its objectives. For instance, the Ergonomics Committee could coordinate the efforts of a number of committees each examining specific aspects of physical rearrangement of the area. Broader involvement, such as encouragement of the searchers in the Catalog Department and Bibliographic Services showing one another something of their workflow and procedures, would also be valuable.

A network of small short-term committees can be used to gather information for administrative decisions, or to make recommendations for solving a particular problem, but should also have the effect of spreading information concerning planning details widely. Wide dissemination of this information may help to allay the sort of anxieties some library staff have revealed in reaction to discussion of proposals for change.

We would urge the Bibliographic Processing Committee, if its reaction to our proposal is favorable, to recommend that a decision be made as soon as possible if the January target for implementation is to be a realistic one. The long lead time required to request that a modem be moved is a good example of the reasons for this urgency.

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CONCLUSION

The subcommittee is enthusiastic about the idea of combined searching as a more effective approach to the work now being done separately by cataloging and acquisitions searchers. Staff reaction to the idea of combined searching has been favorable. Unfavorable reactions to some of our ancillary suggestions need not cast doubt on the central idea. We have enjoyed working together and exploring the possibilities which we believe combined searching can provide, but we are glad to finish our work by handing our recommendations on for consideration by the Bibliographics Processing and the Ergonomics Committees.

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APPENDIX

A.1 Meeting of the Adhoc Subcommittee on Searcher Utilization with searchers from the Catalog and Bibliographic Services Departments, Thursday, July 26, 1984.

A.2 Meeting of the Adhoc Subcommittee on Searcher Utilization with searchers from the Catalog and Bibliographic Services Departments, Wednesday, August 1, 1984.

A.3 Meeting of the Adhoc Subcommittee on Searcher Utilization with members of Processing/Binding/Preservation, Thursday, August 2, 1984.

A.4 [The subcommittee attended the regularly scheduled meeting of the Bibliographers on Friday, August 3, 1984.]

A.5 Meeting of the Adhoc Subcommittee on Searcher Utilization with members of Business Services, Tuesday, August 7, 1984.

A.6 Meeting of the Adhoc Subcommittee on Searcher Utilization with members of the Catalog Department, Thursday, August 9, 1984.

A.7 Response to the proposal of the Bibliographic Processing Subcommittee from the Catalog Department staff, dated August 14, 1984; addendum, "Things we would like the subcommittee on a searcher pool to keep in mind."

A.8 Meeting of the Adhoc Subcommittee on Searcher Utilization with members of the Catalog and Bibliographic Services Departments, Friday, August 24, 1984.

A.9 Combined searcher job description

A.10 Partial cost-benefit analysis for the subcommittee's proposal (not done)

[Actual minutes not included - list given as indication of range and extent of staff involvement in planning]

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To: Bibliographic Processing Committee

From: Karin Begg

Date: September 7, 1984

This to clarify and document my counterproposal to one part of the Ad Hoc Subcommittee on Searcher Utilization's report, as a follow-up to the discussion I initiated at the BPC meeting on September 4, 1984.

The Subcommittee's report reflects a great deal of thoughtful and thorough work on the part of the Subcommittee's members, work for which I again extend much appreciation to those Subcommittee members. Along with the rest of the BPC, I strongly endorse the broad strokes of the proposed searcher pool concept as quite well addressing the original charge to the Subcommittee. My counterproposal is concerned only the "Supervision and Structural Organization" part of the report (p.3-4).

The Subcommittee proposes reorganization into a new library department (the Monograph Department) to accommodate the administration of the searcher pool, with staff extracted from the Cataloging and Bibliographic Services departments. I would agree that such a structure would answer some of the problems which might arise through the creation of a unit whose work would span two existing departments. However, at the same time I feel that it would foster increased rather than decreased separation of all departments, as well as furthering the sense of departmentally bounded definitions of library tasks.

Additionally, as proposed this Monograph Department would be headed by the position which now exists in Bibliographic Services as the Coordinator for Collection Development. It is my feeling that the administrative responsibilities of a department head and the responsibilities of collection development are each too important, too substantive, and appropriately too time consuming to be relegated only 50% each of a librarian's time. I also believe that it is more important for the collection development coordinator to be a part of the department where the bibliographic aspects of collection development/maintenance are centered, rather than where the procedural aspects are handled. Further, I question the necessity for creating an additional administrative structure at the department head level to deal with the consolidation of two relatively small work groups.

I propose instead that a cross-departmental unit be created within the existing departmental structure, to consist of the current Grade 14 searchers from the two departments and their current immediate supervisors (incumbents: D. Ukleja and R. Trevino). The positions would all remain in their current departments administratively (chiefly for payroll purposes), but only the supervisors would continue to be specifically identified with the respective departments. The searchers would be functionally interchangeable, in accordance with the Subcommittee's recommendation, and would be part of both departments. This would mean, for example, that they would attend department meetings in both departments.

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I would see such a unit working generally as follows:

-The two supervisors would not be in a hierarchical relationship to each other, but would rather work together, dividing what needed to be done along lines of their relative levels and expertise. I could see, for instance, most day-to-day supervision as being the responsibility of the non-professional position, with procedural, policy and cataloging rule matters being the responsibilty of the professional position. At the same time, each supervisor would be particularly conversant in matters relative to their own departments (cataloging or acquisitions), and would be the resource for such matters to the searchers, whether through personal knowledge or through knowing how/where to find the information.

- Hiring, training and evaluation of new searchers would be a joint effort between the two supervisors, under the joint responsibility of their respective department heads. This would mean for one thing that the supervisors jointly would write the performance evaluations for the searchers, and then these evaluations would be subject to joint review by the two department heads.

- The setting of work priorities for the searchers would be the responsibility of the two department heads working together. This would assure that the needs of both departments would be met equally by the searchers, on an ongoing and flexible basis. The priorities set by the department heads would then be translated by the supervisors into day-to-day terms.

- The two supervisors would participate in other activities within their own departments. This would be particularly significant for the OCLC Coordinator position which currently has responsibility also for the cataloging paraprofessionals, and who additionally participates equally with the other professionals in the Cataloging Department in professional cataloging matters. The dual identification (searcher unit and Cataloging Department) of the person in that position would also assure consistency of application of cataloging rules and policies in the searcher unit, and shared approaches to such things as authority work. (This addresses some of the concerns voiced by members of the Cataloging Department to the original proposal.)

- Annual reports for the searcher unit would be written jointly by the two supervisors, with a copy to each department head. Statistics from the unit would be included in one or the other of the two departments' annual reports, as seemed most appropriate.

Not addressed by my proposal is the functional placement of the paraprofessionals, either those currently existing in Cataloging or those proposed by the Subcommittee to be created. It is my feeling that the currently existing cataloging paraprofessionals should remain where they are for the immediate future, and that the possible upgrading of other searchers is a matter which should be considered separately, not as part of the searcher pool creation. The searcher pool composition could be amended at a future time to include some paraprofessionals, if that should prove optimal to the tasks involved.

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The Subcommittee's report raises the issue of the related acquisitions activities, principally those connected with approval plans and accounting functions, which would by the creation of the searcher pool be separated from the searchers administratively unless the new department were created as proposed. I do not believe that separation need be the case regardless of administrative structure: a close working relationship should be maintained between the collection development coordinator and the non-professional searcher supervisor for just such matters.

Neither the Subcommittee's nor my proposal deals adequately with the place of the searching activities of the specialized departments (ASL, ERL, Music, and Special Collections) in the revised work flow mandated by the existence of a searcher pool. I would like to see consideration of more coordination of these activities accross departmental lines than is currently the case, to include such practices as standardized training components for all searchers, and elimination of redundant efforts between specialized units and the searcher pool. These concerns should be accorded separate discussion and consideration.

An entirely different administrative structure for a searcher pool than either the Subcommittee's or my proposal could, and has been, proposed: the creation of a Super-Department to encompass all of Cataloging, Bibliographic Services and Serials. Although this idea certainly covers all concerns of which department and which staff does what, the complexities imposed by such size would, in my estimation, negate any of the benefits which could be derived from such an organization.

A couple of side proposals were made by the Subcommittee's report, both of which I like and both of which could be further explored immediately, quite apart from the searcher pool idea: batch shelflisting by searchers and unrevised filing of cards immediately upon receipt in the library. I have suggested that two staff members travel to the University of Pennsylvania, where the latter procedure is in place, to investigate that option very carefully. I am pleased to have been told that a limited trial of the procedure is being tested by the Cataloging Department at this time.

My counterproposal is, of necessity, not as thoroughly developed as the Subcommittee's report. However, I would appreciate discussion of my ideas at the next Bibliographic Processing Committee's meeting, at 2 PM on Tuesday, September 11, in Room 501. The contribution of additional ideas, contrary as well as complementary, would be welcomed. Discussion of the other parts of the Subcommittee's proposal will also be continued.

[counterproposal was accepted]

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BRIGHAM YOUNG UNIVERSITY
HAROLD B. LEE LIBRARY
JOB DESCRIPTION QUESTIONNAIRE

GENERAL INFORMATION

Your name: Richard Jensen Date: 5-27-82

Position Title: Life Sciences Librarian

Faculty Rank: Affiliate Librarian

Department: Science Department

Division: Information Services Division

Title of person to whom you report directly: Douglas Bush

POSITION PURPOSE

Make a brief statement of your job mission. What is the primary purpose of your job?

My job mission is to provide reference and research services and to develop the science collection to meet the needs for library patrons.

DIMENSIONS

List any significant statistics on which your job has impact.

a) Annual operating budget (or income) $ 18,000 (for the Science Department)

b) Total Payroll $ 18,000 student wages (+ Clerk/Secretary & BML Supervisor)

c) Personnel Supervised
Directly:
Faculty ____ Administrative ____ Staff 0 Part-time Student 2.4 FTE
Indirectly: (supervised directly by people reporting to you)
Faculty ____ Administrative ____ Staff 0 Part-time Student 0

*d) People Served: General public, faculty, students, community, government, industry, researchers, medical services (hospital physicians & nurses) and other librarians.

*e) Volume of Activity: (on an annual basis)
1) patron questions - 50,172 2) loans - 9,302 3) science reference shelving stats - 14,011 -- Continued on attached sheet.

f) Other Relevant Figures:
Collection Development Department Book Budgets
A total of $23,033 dollars is administered for the following departments:

Agricultural Economics, Agronomy and Horticulture, Animal Science, Botany and Range Science, Cancer Institute, Health Science, Medical Science and Pre-Med, Microbiology and Zoology

CARS - online computer searches 1980-81 = 213

*These statistics are for the entire Science Department.

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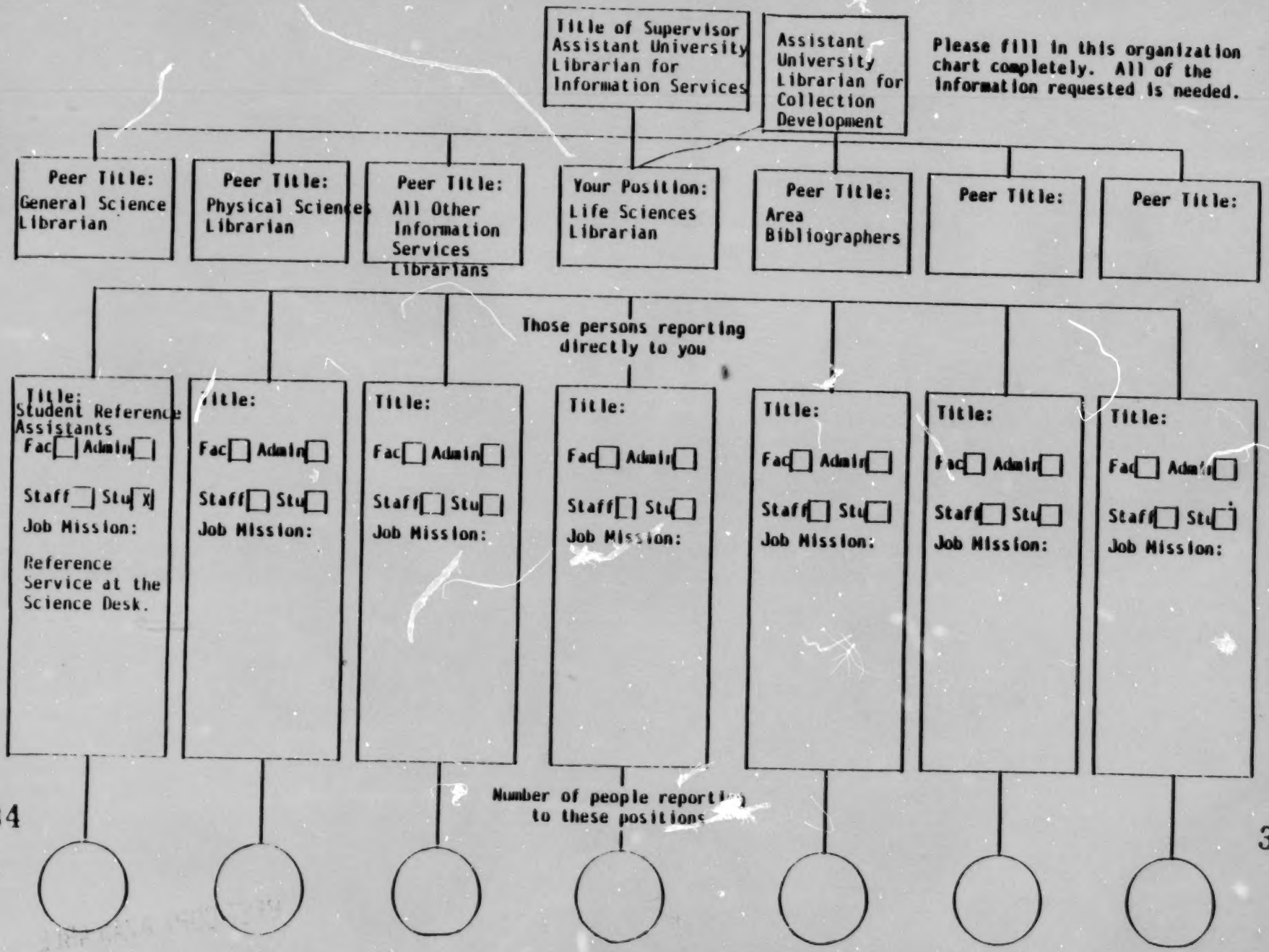

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PROBLEMS AND CHALLENGES

Note the principal challenges encountered in your position or the kinds of problems to be solved.

Prioritizing the infinite number of tasks so that they can be completed within the finite time period that is allotted to us, such as:

finding time to complete the mass of paper work required and be involved in professional development activities while at the same time fulfilling our assigned reference and collection development duties.

DECISIONS MADE AND REFERRED

Describe by example the authority you exercise in matters relating to budgets, personnel, and technical aspects of the job. What types of problems must be referred to your supervisor?

Subject librarians rotate as department chairman and during that time exercise supervision in matters relating to budget, administrative, personnel and technical aspects of the job. Very few problems are referred to the supervisor, but the following types of problems are:

problems with the physical facilities, insufficient budget to meet the department needs and problems which require the attention of university police.

PRINCIPAL CONTACTS

List any professional organizations in which the position participates, any library or campus committees of which the position is a member, or any other significant internal or external contacts.

Collection Development Committee
Information Services Committee
Department Chairman Committee
Serial and Standing Order Review Committee
Reference Budget Selection Committee
Computer-Assisted Research Services Committee
External Contacts such as:

Utah Library Association
Mountain Plains Library Association
American Library Association
Special Libraries Association
Utah Online User Group
Utah Academy of Sciences, Arts and Letters
Mid-Continental Chapter of the Medical Library Association
Peer Librarians from other Libraries

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ENVIRONMENT

Make a brief statement describing the context in which the position operates. You may note how, why and when the position developed, the general nature and role of the position, circumstances influencing the position, or changes--past or anticipated.

Science Librarians rotate in serving as Department Chairman on a triennial basis.

LEVEL OF EDUCATION, SKILL, OR EXPERIENCE

What skills, abilities, type of experience or special knowledge does the position require?

An MLS degree from an ALA accredited library school is required and a graduate degree in a subject discipline is highly desirable. A willingness to obtain a second masters degree in a science subject is desirable if one has not been obtained at the time of hiring. Other skills which are important are: writing ability, reference skills - negotiating and answering questions, supervisory ability, knowledge of on-line searching on computer data bases.

DUTIES

List the functions of the position as distinguished from functions performed by those supervised. It is important to note what is done, rather than how it is done.

See Major Accountabilities.

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MAJOR ACCOUNTABILITIES

List by order of importance three to eight major accountabilities of the position - those activities for which the "buck" stops at the position. Indicate the importance of each accountability by circling a number from 1-4. Definitions of each level of importance are as follows:

1. Somewhat Important
2. Important
3. Very Important
4. Critically Important

Major Accountabilities	Importance
1. Reference Service Duties A. Teach patrons how to use reference sources. B. Help patrons find references and other needed information. C. Review and learn how to use reference sources on a continuing basis. D. Prepare bibliographies.	1 2 3 (4)
2. Library Use Instruction Duties A. Prepare and present lectures on how to use the Science library for: 1) English composition classes 2) Classes in various science academic departments	1 2 (3) 4
3. Collection Development Duties A. Select materials for the science collection. B. Review materials received through standing order, gifts and exchange. C. Coordinate selection of materials with faculty library representatives from the science academic departments. D. Develop and revise collection development policy statements as needed. E. Continually update standing order subject profiles. F. Complete Collection Development leave each year.	1 2 3 (4)
4. Committee Work Duties A. Attend meetings, serve as needed and requested, participate in and support the activities and programs of the following committees: 1) Information Services Committee 2) Collection Development Committee 3) Reference Budget Selection Committee 4) Serials and Standing Order Review Committee 5) Computer-Assisted Research Services Committee 6) Any other library or University Committee	1 (2) 3 4

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Major Accountabilities	Importance
5. Management and Supervision Duties A. Personnel Administration 1) training 2) promotions 3) scheduling 4) pay raises 5) discipline 6) terminations 7) supervising B. Budget 1) Prepare, request, administrate and account for budget requests for student hours, equipment, supplies and physical facilities. C. Reports, Forms etc. A. Preparation and/or updating of: 1) annual reports 2) department policies 3) job descriptions & guidelines 4) department manual 5) budget reports 6) statistical reports 7) training manual & forms 8) committee & sub-committee reports 9) many miscellaneous reports & forms as requested by the library & university personnel.	1 2 3 (4)
6. Professional Development A. Attend meetings, participate and serve in local, state, regional and national professional organizations. B. Pursue professional development projects. C. Participate in one-fifth time off professional development programs. D. Read professional literature.	1 2 (3) 4
7. Rotating Department Chairman Duties A. Liaison with library administration. B. Attends Department Chairman meetings as scheduled. C. Liaison with other department chairmen. D. Conducts weekly department meetings. E. Writes annual report. F. Oversees department as a whole.	1 2 (3) 4

Continued on attached sheet.

ADDITIONAL COMMENTS

Please provide any other comments you would like to help make the job better understood.

APPROVED BY:

Richard R. Jensen
Incumbent

Supervisor

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DIMENSIONS (continued)

*e) 4. books, serials and microforms added to the science library -- 30,429
5. shelf cards added to the science shelf list -- 15,625
6. library instruction, includes English composition classes -- 143

MAJOR ACCOUNTABILITIES (continued)

7. Rotating Department Chairman (continued)
   G. Prepares work schedules each semester for student assistants and science librarians.
   H. Requests new employees; interviews and hires in conjunction with the other science librarians.
   I. Requests pay raises for student assistants.
   J. Prepares annual budget requests.
   K. Checks through minutes received from various committees, indicates items to be indexed and places in clerk/secretary's job file for indexing. If nothing is marked, minutes are filed.
   L. Miscellaneous.

8. Computer-Assisted Research (CARS) Importance 1 2 (3) 4
   Duties
   A. Serve as a back-up to the CARS supervisor.
      1. Assist patrons in doing computer searches.
      2. Assist patrons who have had a CARS search done in finding the references.
   B. Keep current with new information and searching techniques.
      1. Read newsletters and other publications and advertisments from vendors and data base suppliers.
      2. Attend training sessions as approved by the CARS supervisor.

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Dimension of Financial Responsibility

Personnel

Payroll of perscnnel directly supervised:

Faculty	$_____
Administrative	$_____
Staff	$_____
Students	$ 15,200
TOTAL	$_____

Payroll of personnel indirectly supervised (supervised by people reporting to you)

Faculty	$_____
Administrative	$_____
Staff	$_____
Students	$_____
TOTAL	$_____

Collection Development	$ 23,033
Travel	$ 0
Supplies	$ 0

Total Financial Responsibility $_____

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University of British Columbia Library
Policies and Procedures

D Committees
Directive #1
Revised: November 1984

COMMITTEE ON PROCESSING/PUBLIC SERVICES AND CATALOGUES

Composition: One representative each from Catalogue Records/Products, Systems and Collections, two from the Main Library Public Service Divisions, one from a large branch, one from a small branch, and one from the Sedgewick Library. The Assistant University Librarians are members ex officio.

Method of Selection: Members are appointed by the University Librarian with recommendations from the existing Committee.

Term of Office: Indefinite membership, reviewed by the Committee every two years.

Chairman and Secretary: Elected by the Committee.

Report: The Committee will report to the University Librarian.

Terms of Reference:

1) To study proposed developments of processing operations as they may affect the public services and Library users.

2) To study proposals for change in practices of the public service divisions as they may affect processing divisions.

3) To provide a forum for the exchange of information between the processing divisions and the public service divisions.

Proposals are submitted to the appropriate Assistant University Librarian, or in writing directly to the Chairman, with copies to the Assistant University Librarians.

Index terms:

Catalogues, Committee on Processing/Public Services and
Public Services and Catalogues, Committee on Processing
Processing/Public Services and Catalogues, Committee on

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UNIVERSITY OF CALIFORNIA, LOS ANGELES

UCLA

BERKELEY · DAVIS · IRVINE · LOS ANGELES · RIVERSIDE · SAN DIEGO · SAN FRANCISCO

SANTA BARBARA · SANTA CRUZ

THE UNIVERSITY LIBRARY

UNIVERSITY OF CALIFORNIA
LOS ANGELES, CALIFORNIA 90024

November 27, 1984

Systems and Procedures Exchange Center
Association of Research Libraries
Office of Management Studies
1527 New Hampshire Ave., N.W.
Washington, D.C. 20036

I have enclosed our reponse to your "SPEC Survey on Automation-Based Reorganization." Unfortunately, the questions asked are not really appropriate to our situation at UCLA, so the answers are probably not going to be very useful.

The extensive automation effort of the last several years has not resulted in any formal reorganization of our staff. In fact, our philosophy has been to alter the work done in a job, not the person holding the job or the reporting relationships involved. While the library is organized along the traditional public services/technical services line, there has always been some integration of the two functions, especially in the smaller library units. Automation has probably increased the degree of integration by allowing decentralization of some processing activities.

While decentralized processing involves public services staff in technical services activities, we have had a catalog information program that involves technical services staff in public service since the early 1970's. The main library at UCLA has two Catalog Information Stations, one at the public catalog, the other at the terminals which access our online catalog. These stations are staffed by employees recruited from throughout the library, including librarians and library assistants assigned to technical services units. The employees are given about three hours of release time a week from their regular duties to work at the information stations. We find that the expertise of the technical services staff contributes greatly to the service provided, while exposure to the needs of library users enriches the employees' approach to their usual jobs.

Sincerely,

Rita A. Scherrei

Rita A. Scherrei, Director
Administrative Systems and Personnel Services

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Proposed Timetable

November 1, 198	Transfer of:	Circulation Documents Reference
December 198	Transfer of:	Social Science Catalogers and Bibliographer Music Catalogers Undergraduate Cataloger Law Bibliographer and Cataloger
January 198	Transfer of:	Special Collections Interlibrary Lending and Borrowing
May 198	Transfer of:	Humanities Catalogers and Bibliographer
August 198	Begin discussion of separation of Map and Geography Library	
October 198	Transfer of:	Sciences Catalogers and Bibliographers (Planning, actual transfer may be delayed until Online Catalog is operational)
January 198	Online Catalog Personnel transfers to be completed	
January 198 to December 198	Evaluation of creation of new departmental libraries	

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Recommendations

1. That strictly administrative transfers be made as soon as possible.

2. That changes which affect functions and activities (the switch to decentralized cataloging) be made more slowly and that provision be made for training in both the reference and cataloging activities.

3. That arrangements be made for insuring that the Principal Cataloger has sufficient help in the task of training for and monitoring of cataloging activities during the creation of the decentralized system.

4. That an analysis of the original cataloging now being done be conducted to determine for each subject fund how much original cataloging is being done and in what languages before cataloging is decentralized.

5. That procedures for statistical reporting be developed before cataloging is decentralized.

6. That controls for monitoring the growth of backlogs be developed before cataloging is decentralized.

7. That decentralization occur with one council at a time. That the first council will serve to test work flow and training procedures. Because the Assistant Director and most of the libraries in the council are in the main library building it is recommended that social sciences council serve as the test case.

8. That for matters concerning the current promotion and tenure review cycle, there be no change in the current faculty structure.

9. That during the transition period (November 198 to January 198) all positions (academic and non-academic) be reviewed by the University Librarian when they become vacant and that no position be filled without careful review of the possibilities of an internal transfer.

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10. That the University Librarian guard against either service's budget becoming unbalanced as a result of the transfers of personnel. Some care will have to be taken so that inequities do not occur in travel money, student wage budgets, etc.

11. That no splitting of existing departmental libraries should occur without full consultation with and agreement of the departments served.

12. That some administrative changes may take place prior to the space becoming available, and that some changes can not take place until the space does become available.

13. That cooperative programs which might be effected by administrative transfers (such as bibliographic instruction) be continued through the end of the semester as they have been planned.

14. That unless outside influences advance or retard the timetable, the Library will evaluate the creation of new departmental libraries during January through December 198 . Considerations of space and budget must influence any of the proposed changes. Changes in campus organization of academic programs must also be considered.

15. That Subject Services probably will have a somewhat larger number of faculty than General Services as a result of combining the reference and cataloging functions.

16. That within the guidelines of the organizational plan the internal organization of each service be the responsibility of the director for that service.

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EXPERIENCE WITH DECENTRALIZED CATALOGING IN UGL

I thought it might be helpful as plans are being made to disperse more catalogers to the departmental libraries, to briefly outline UCL's experience to date.

1. Purchasing cataloging support materials:

   Many of the cataloging support materials may need to be purchased. In our case we had to buy the following items:

   a. Dewey Decimal Classification, Edition 19
   b. LC Subject Headings, Vol. I and II and Supplements
   c. OCLC Manuals: Geographical Area Codes
      County of Publication Codes
      Diacritics and Special Characters
      Bibliographic Input Standards
   d. Foreign Language Dictionaries (French, German, Spanish, Italian)
   e. Gazetteers --- Webster's New Geographic Dictionary
      Columbia Lippincott Gazetteer of the World.

2. Forwarding cataloging updates:

   Arrangements need to be made for the forwarding of copies of the Dewey 19 Revisions, OCLC Technical Bulletins, minutes of Cataloging Coordinator meetings (as long as they continue) and any other appropriate materials necessary to keep cataloging librarians up to date. In UGL Judi Blaford has been identified as the contact person.

3. Cataloging supplies:

   The departmental clerk in charge of supplies needs to add a number of new items to the supply list, including original cataloging forms, authority cards, change/update cards, etc.

4. Finishing:

   Arrangements need to be made for clerical support to handle finishing procedures. UGL experience of time demands may not be too germaine for other units, but the process common to all requires for each item:

   a. assigning cutter number
   b. checking LCS for cutter duplication
   c. making copy of record for temporary shelf list
   d. providing marking instructions and forwarding item to marking unit
   e. forwarding record for revision and filing.

5. Authority work:

   Often as cataloging proceeds additional authority work needs to be done. Sending requests for such additional authority searching through the mail has not proved satisfactory (turn-around time was sometimes as long as two weeks) and having cataloging librarians search the three authority files themselves is not very efficient use of their time. We have not resolved this problem to our satisfaction, but the ability to search OCLC in the local unit would be a great help.

To date, our limited experience with decentralized cataloging has been generally positive. We have found it helpful to our reference work and particularly helpful in cleaning up and better understanding our card catalogs. The teaching faculty too have accepted this development in an interested and positive manner, and Judi reports that public service interaction with faculty and students provides a valuable context for making her cataloging more responsive to user needs.

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COMPOSITION AND FUNCTIONS OF THE CORE GROUP

The following points on the composition and functions of the Core Group were agreed to in our meeting of July 26, 198 .

The Group will report administratively to the University Librarian through the Principal Cataloguer's office. A tentative date for the formal administrative transfer is Jan. 1., 198 . It will be staffed as follows:

1 Principal Serials Cataloguer
1 Serials Cataloguer

the Bibliographic Services Unit as now constituted in Original Cataloguing:

1 professional librarian
1 LTA
1 Learner

The individuals named in the above positions are currently carrying out functions that would be performed by persons in the same positions in the Core Group. The persons mentioned are very clearly able to perform these duties. However, naming them is not in any way intended to restrict their right to apply for other positions as they are advertised, nor to deny the right of any others on the staff to apply for the Core Group positions.

The Group will perform 2 major functions:

1. It will function as a liaison between those doing original cataloguing throughout the Library and the centralized technical processing services.

2. It will provide original cataloguing for all serial titles except those published in East European and Asian languages.

As part of its liaison function, the Group will provide routine descriptions of UIUC dissertations, so that departmental librarians will only be responsible for subject cataloguing and classification. It will also work toward developing access points that will better meet the needs of graduate departments.

As part of the serials cataloguing operation, the Principal Serials Cataloguer will begin identifying categories of serials which pose relatively few complexities in description, and which can be the first candidates for decentralized original cataloguing. Tentative categories are:

I. Simple periodicals. Vol. 1, no. 1, no previous publishing status, no corporate body affiliation, general or simple subject scope: e.g., Journal of cataloging and classification

II. Directories (Free of complications; cf. I)
   A. Subject, e.g., Directory of Illinois public libraries
   B. Biographical, e.g. Who's who in . . .
   C. Membership of societies, corporate bodies, e.g. American Library Association membership directory; Illinois Foreign Language Teachers Society list of members

III. Yearbooks (Free of complications; cf. I.)
   A. Subject, e.g., Cataloguers' and classifiers' yearbook
   B. Corporate body, e.g., Yearbook of the National Education Association
   C. Statistical, e.g., South African statistical yearbook

IV. Bibliographies (Free of complications; cf. I.)
   A. Subject, e.g., Annual bibliography of English studies
   B. Library, e.g., Serial holdings in the Linda Hall Library

V. Subject indexes, e.g., Library literature: Biography index (Free of complications; cf. I.)

VI. Almanacs, e.g., World Almanac; Information please almanac (Free of complications; cf. I)

VII. Handbooks, e.g., Lawyers' pocketbook; Handbook of Latin American studies (Free of complications; cf. I.)

VIII. Organ of a society, e.g., Journal of the Minnesota State Medical Association (Free of complications; cf. I.)

IX. Administrative annual reports, e.g. Annual report of the American Philosophical Society; National Labor Relations Board. Annual report; Chicago Public Library. Report of the director (Free of complications; cf. I.)

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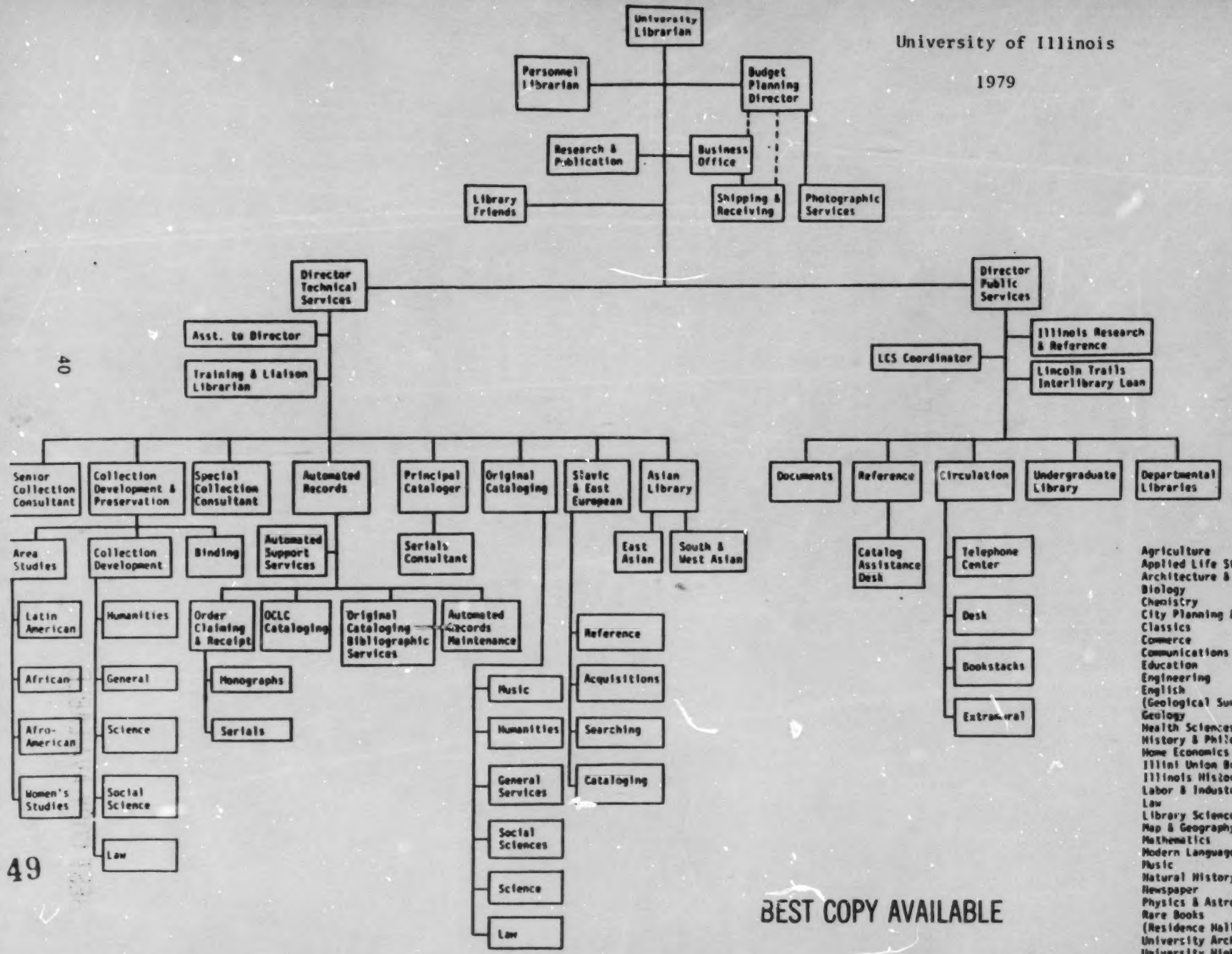
University of Illinois

1979



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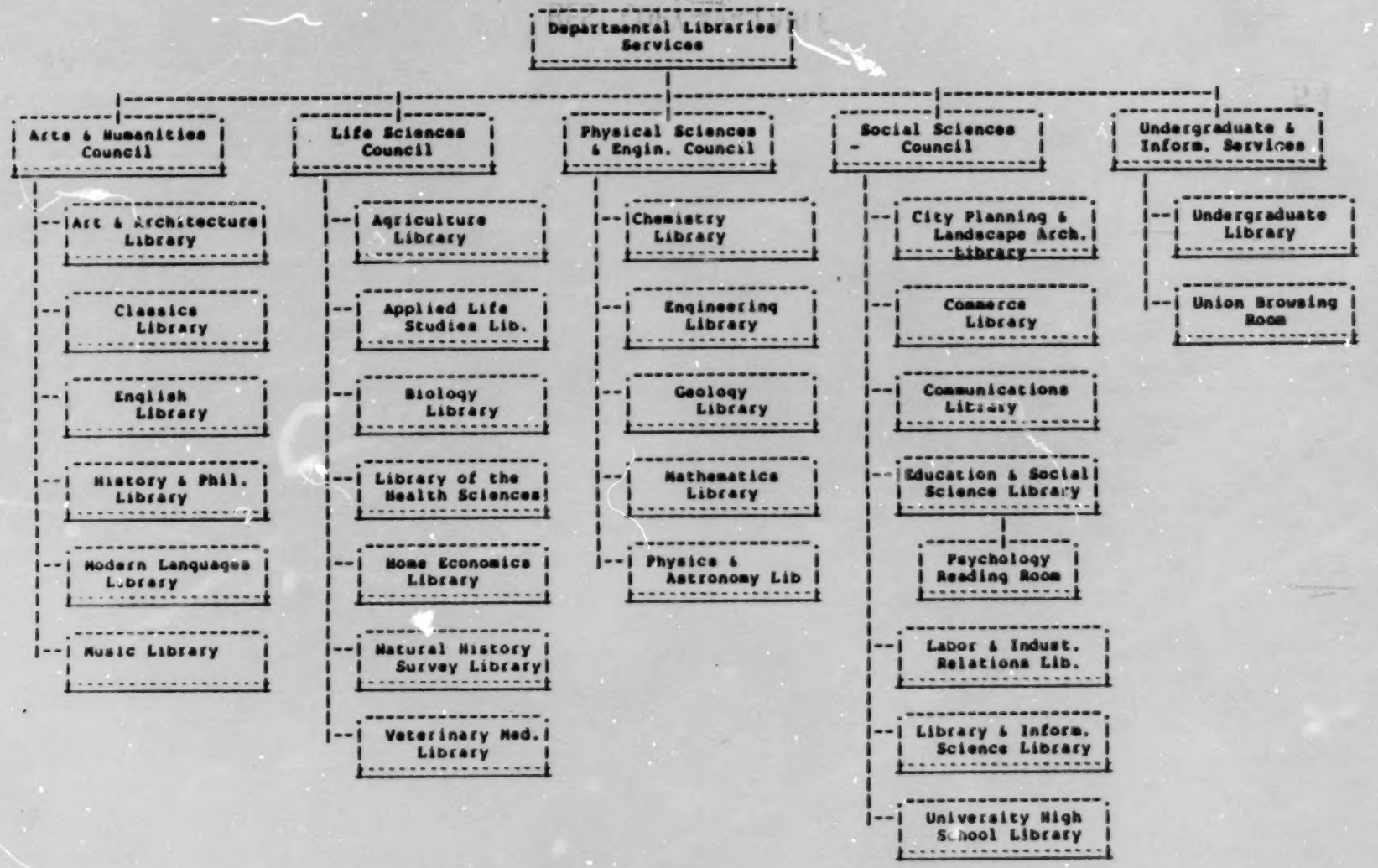
University of Illinois 1984

DEPARTMENTAL LIBRARY SERVICES ORGANIZATIONAL CHART



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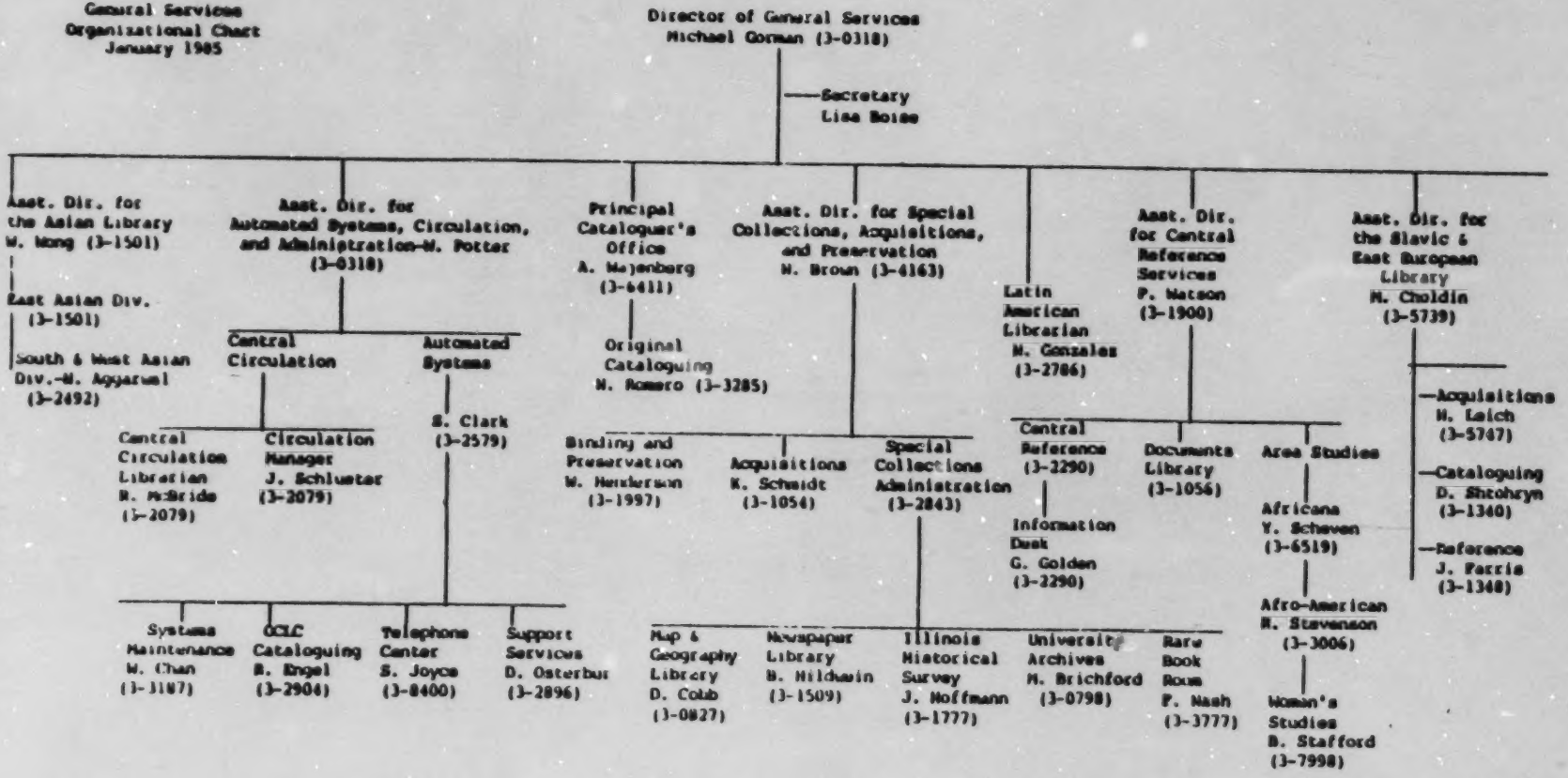

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THE UNIVERSITY OF NEW MEXICO

DATE: September 17, 1984

TO: Paul Vassallo

FROM: Robert Migneault

SUBJECT: Collection Development Coordinators

1. Introduction. In reference to our previous discussions on this subject, I remind myself of some pivotal points. In the interest of improving collection management and development at this time (as compared with the historical past) it seems best that we provide the Assistant Dean for Collection Development the opportunity to function under a more formalized operational structure. This is to say, the Assistant Dean can and will be more effective if the Collection Development Coordinators report to her (administratively) in conformity with standard practices throughout the General Library.

   At the moment, the Assistant Dean holds a staff position, re. Collection Development Coordinators. I believe the Library and the University would be better served if the Assistant Dean could have some line authority over the coordinators, a view which we have discussed. This concept has been discussed with each and every coordinator and with selectors at-large. Both groups have expressed overall support for the change, seeing it as an overall benefit to all parties concerned, thereby facilitating the successful fulfillment of the collection development mission. I should also mention that the Head of Reference supports the idea. This is crucial because four of the five coordinators are currently in Reference and report administratively to the Head of Reference.

2. Proposal.

   a. The basic proposal consists of the five Coordinators reporting to the Assistant Dean for Collection Development on a half-time basis. The Assistant Dean would be equally responsible with the Head of Reference and Head of Acquisitions for supervising the Coordinators with all the attendant obligations that supervision implies.

   b. There should at this time be no restrictions regarding a specific schedule of hours to be spent on collection development activities. The Coordinators will continue to work in their current locations and will arrange their collection development schedules in consultation with the appropriate parties.

   c. It is important to recognize that the status quo with regard to Reference responsibilities will be maintained. Reference service should not be diminished by this administrative change.

   d. The Coordinator currently in Acquisitions will continue functioning as in the past, except that the Coordinator will be equally responsible to the Assistant Dean for Collection Development and the Head of Acquisitions.

...continued

e. These changes should in no way require changes in compensation. The changes will mean split assignments, 50-50.

f. In order that the momentum created by the discussion in the collection development meeting of August 31 be maintained, I feel it would be advisable to implement this change at the earliest feasible time.

g. At the end of no less than one year and no more than 2 years, this arrangement should be evaluated for its effectiveness.

RM:cas

xc: Jeanne Sohn

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THE UNIVERSITY OF NEW MEXICO
ALBUQUERQUE, NEW MEXICO 87131

November 2, 1984

Systems Procedures and Exchange Center
Association of Research Libraries
1527 New Hampshire Avenue N.W.
Washington, DC 20036

Enclosed is our response to the survey on reorganization. We have not made the changes that are happening in many libraries, but we are aware of the fact that our staff is becoming increasingly integrated.

I am enclosing one position paper which I prepared for a consultant to our Legislative Finance Committee. We are attempting to get formula funding for libraries in this state, and I had to convince the consultant that personnel should be a single integrated item rather than assigning them to the old categories of technical, public and administration divisions.

Chris Sugnet reports that you are lending us some good material. Thanks.

Sincerely,

Alice S. Clark
Associate Dean of Library Services/
Public Services

ASC:lh

Encl.

GENERAL LIBRARY TELEPHONE 505: 277-4241

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UNIVERSITY OF NEW MEXICO
General Library

Reasons why Staffing should not be Divided into Public, Technical and Administrative Services

1. From the data submitted by all of the institutions it clearly shows the breakdowns with complicated fractional assignments of personnel time. This reflects the fact that administration duties occur throughout the library and that the overlap of technical and public service is extensive. These variations in duties are not easily identified in percentage amounts and the percentage varies widely during the year and from year to year. UNM already has changes.

2. The variations in organizational patterns of libraries is also evidence of the impossibility of classifying in meaningful ways. Samples of positions advertised show the diversification in assigning library tasks. For example:

   a) Collection development may be in technical services in combination with acquisitions

> COLLECTIONS DEVELOPMENT AND ACQUISITION SERVICES COORDINATOR. To manage collection development and acquisition programs including unit operations, policy development, selection, materials budget monitoring, vendor negotiations, and some reference service responsibilities. ALA-accredited MLS required plus relevant experience and organizational and communication skills. Preference to applicants with science or business background; 10 month faculty appointment; salary range $20,000-$25,000. Application, resume, and three references by April 13, 1984, to: Carol Franklin, Academic Affairs Office, University of Redlands, Redlands, CA 92374. University of Redland is an equal opportunity, affirmative action employer.

   as a separate unit reporting to the director

Bibliographer. Under general supervision of AUL for collection development, participates in collection development for Perkins Library System, with specific responsibility for U.S. history and especially Flowers Collection of Southern Americana (excluding manuscripts). Conducts analyses and evaluation of general collections; drafts collection development policies; works closely with library staff and appropriate faculty in assessing needs, especially in the social sciences; assists in developing and implementing cooperative programs for resource sharing; Performs related duties and projects as assigned, including appraisals of gift collections.

Bibliographer—social sciences. Primary responsibilities will be development of collection policy and selection of English language materials in the social sciences. Emphasis on selection programs for materials published in North America and Great Britain. Equally important is responsibility for assisting in development of present and future automated systems for collection development and evaluation.

Assistant director for collection development. The University of Georgia Libraries seek an experienced librarian with strong leadership qualities to assume responsibility for the overall coordination of collection development. Responsible to the director of libraries, the assistant director manages and allocates a $2 million materials budget; supervises the collection development division comprised of education, fine arts, history, humanities, and social sciences departments with a staff of 11 professionals and 10 support; and coordinates collection development with other units in the libraries.
lted MLS; addl

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or heavily concentrated in the reference department under public services.

BUSINESS BIBLIOGRAPHER/REFERENCE LIBRARIAN at Loyola University of Chicago, Water Tower Campus. Responsibilities include development of the business collection, liaison with the faculty of the School of Business and the Institute of Industrial Relations, business and general reference service, bibliographic instruction, and online searching. Accredited MLS and subject-related undergraduate degree required. Searching and business related library

SCIENCE REFERENCE LIBRARIAN/BIBLIOGRAPHER. Responsible for the Library's collection development in assigned science disciplines, including approval plans, firm orders, gifts and serials. Provides service at the Reference Desk, including some weekend and evening hours. Participates in an active program of library instruction and computerized database searching in the disciplines of selection responsibility. Requires a master's degree from an ALA-accredited library school and an undergraduate degree in a science discipline or professional library experience in science reference. Salary $15,500–$19,500 depending on qualifications. Excel-

Assistant director for public services. Responsible to executive director for operations and policy formulation for reference services (general/government documents reference desks, library orientation/instruction, online searching, college/dept. liaison) and collection development; implementation of access to public online catalog; administration of faculty development program and grants in library; liaison to Friends of Polk Library. To assume additional responsibility for access services (circulation, interlibrary loan, 3 resource centers, audiovisual services to classrooms, collection maintenance) within 3 yrs. Required: ALA-accredited MLS or equivalent and second master's or doctorate; significant reference and/or collection development experience in academic or research libraries; significant administrative experience in reference, collection development, or access services; demonstrated successful experience in personnel management and oral and written communication. Faculty rank and salary (minimum $29,000) subject to qualifications. 12-mo. contract. Closing date: June 30. Send letter, resume, names of 3–5 references to: J. Daniel Vann, Executive Director, Libraries and Learning Resources, University of Wisconsin-Oshkosh, Oshkosh, WI 54901. An AA, EO employer.

Reference librarian/bibliographer in life sciences areas. To provide general and specialized reference service, serve as subject specialist/bibliographer in life sciences, participate in collection development program, and act as liaison to corresponding university departments, including department of food and nutrition. Required: ALA-accredited degree, academic background in life sciences, minimum of 3 yrs.' public services experience in an academic or life sciences library, good communication and interpersonal skills. Additional subject master's preferred. Available Sept. 1. Application deadline March 1. Minimum salary $17,000 (10½-mo. contract). Send resume with names of 3 references to: Thomas Lindsey, Chair, Life Sciences Search Committee, Texas Tech University Libraries, Lubbock, TX 79409-0001. Texas Tech University is an affirmative-action and equal-opportunity employer.

Reference librarian/communication & leisure studies subject specialist (search extended). Responsibilities include reference service; computer literature searching; orientation and instruction; collection development; faculty liaison. Qualifications: ALA-MLS; demonstrated communication skills, degree (preferably graduate) in a behavioral science relevant to communication, journalism/telecommunication, or leisure studies. Preference will also be given to candidates with training and/or experience in reference, computer literature searching, library instruction, or collection development. Salary: from $16,300, dependent on qualifications. Send statement of qualifications, current resume, and names, addresses, and telephone numbers of 4 recent references by March 15 (postmark accepted) to: Constance Carey, Hayden Library, Arizona State University, Tempe, AZ 85287. Minorities are encouraged to apply. ASU is a committed equal-opportunity, affirmative-action employer.

In the past ten years UNM has used all three arrangements.

b). Government documents may be in either public or technical services

DOCUMENTS LIBRARIAN. Position available September 1, 1984. Responsible for managing government documents unit within the Technical Services Division. Responsibilities include acquisition, processing, cataloging of documents including non-U.S. and U.S. and Washington State depository documents. Supervise staff of two. Required: ALA-accredited MLS and substantial experience in the cataloging and processing of serials and documents. Desirable experience in processing U.S. depository documents and microforms, experience in using the Library of Congress classes and subject headings, MARC tags, and a bibliographic utility, preferably WLN, and in supervising a library unit. Rank and salary commensurate with qualifications and experience. (Minimum professional salary $17,000) TIAA/CREF, broad insurance program, 22 days annual leave and 12 days sick leave per year. Send letter of application, resume, and three original letters of reference to: Arlene F. Schnatter, Director of Libraries, Washington State University, Pullman, WA 99164-5610. Deadline for receipt of applications is March 30, 1984. Washington State University is an equal opportunity, affirmative action employer.

Government documents/reference librarian. Responsible for selective depository of state and federal documents, instruction, and general library reference including some evenings and weekends. ALA-approved MLS, training and professional experience in documents, general reference, bibliographic instruction, and effective interpersonal communication skills are required. Experience with automated systems and additional academic preparation are desirable. Tenure-track, 12-mo. appointment. Salary minimums: instructor $17,787; assistant professor $22,485; dependent on qualifications. Available July 1. Apply by March 15 to: Darrel M. Meinke, Dean of Instructional Resources, Moorhead State University, Moorhead, MN 56560. An equal-opportunity employer.

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UNM has used both organizational patterns.

c) Serials librarians do public service

SERIALS/REFERENCE LIBRARIAN. Responsible for management of Serials Dept. including binding and exchange of materials. Services at reference desk and does database searching. Coordinates library activities for one or more subject areas. ALA-accredited

---

Serials/reference librarian. University of Nevada, Reno, seeks energetic, innovative librarian for split assignment: half-time head of serials department and half-time member of professional staff of reference department. Serials responsibilities include supervision of 3 library assistants, serials collection development, planning, and some public service. Reference responsibilities include assisting library users, instructional activities, and selection of reference materials. Graduate library degree from ALA-accredited school and appropriate experience with serials and/or reference, preferably in an academic or research library. Strong communication skills and supervisory skills. Faculty status requires that librarians meet faculty standards for appointment, promotion, and tenure. Salary $17,155–$25,101, depending on qualifications and experience. 12-mo. appointment. TIAA/CREF. 24 days' annual leave. Open July 1. Mountains, desert, lakes. 5 hrs. from San Francisco by car. Send resume and names and addresses of 3 references by March 15 to: Ruth M. Donovan, Associate Director of Libraries, University of Nevada, Reno Library, Reno, NV 89557. An AA, EEO employer.

HEAD, SERIALS DEPARTMENT

The University of Texas at Dallas

The Library: The University of Texas at Dallas is a dynamic and innovative upper-division University located in the North Dallas suburb of Richardson. With a strong, research-oriented faculty, the University offers doctoral and master's degrees in the sciences, business, humanities, political economy, special education and communication disorders. The library contains more than half a million volumes and employs a staff of 17 professional librarians. The Serials Department processes approximately 2900 serial subscriptions and employs 8 paraprofessional and clerical staff members, including student assistants. The department has recently assumed the public service function of answering patron questions concerning serials

and some collection development

Serials Librarian. Incumbent will be responsible for all functions of serials section of Collection Management/Resources Development Department. Duties include management of serials acquisition and bindery, collection development and physical maintenance, report preparation and data analysis. A background in acquisitions and/or serials control is preferred. Knowledge of OCLC and/or automated serials/acquisitions control and evidence of continued professional growth highly desirable. Minimum salary: $15,500.

Although the majority of their work is usually technical processing.

d) Catalogers do public services and collection development.

HEAD, TECHNICAL SERVICES. Unique opportunity to move to library management. Direct all technical service operations. Also, assist in the selection of library materials and help at the reference desk. Qualifications: MLS from an ALA-accredited library school, two years of cataloging experience in an academic library and two years of supervisory experience or the equivalent, detailed understanding of AACR II, ability to work independently and with others, ability to communicate effectively both orally and in writing. Desirable: OCLC experience. Indiana University Northwest is a 4 900 student campus of Indiana University located 25 miles from Chicago. Position avail-

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Catalog/reference librarian. University library seeks librarian to head cataloging department which has 2 full-time assistants, 10 student assistants, and one part-time librarian. The department is engaged in retroconversion and reclassification projects using OCLC. All 8 librarians participate in reference service. ALA-

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TECHNICAL SERVICES LIBRARIAN, Kilmer Library. Available September 1, 1983. Supervision and management of technical services operations. Maintenance of public catalogs and shelflist, administration of online acquisition system, oversee fund accounting and some reference and bibliographic instruction. MLS from an ALA-accredited library school, 2–3 years experience in an academic library including supervisory responsibilities and professional experience in acquisitions/cataloging. Knowledge of OCLC, RLIN, AACRII, and LC classification. $18,144 and up, dependent upon background and experience. Faculty status, calendar year appointment. Send resumes and three current reference sources to: Shirley W. Bates (APP 70), Alexander Library, Rutgers University, New Brunswick, NJ 08903. An equal opportunity, affirmative action employer.

Assistant librarian, Wabash College. Primarily responsible for supervising cataloging and processing, doing some original cataloging on OCLC, and maintaining the card catalog. Will be principal database searcher (DIALOG & BRS) and share reference service with other 2 librarians. Qualifications: broad, informed intellectual interests evidenced by a record of strong preparation, at least at the undergraduate level, in a liberal arts discipline. Organizational skills. MLS from ALA-accredited school. Preference will be given to candidates with appropriate work experience and/or academic preparation in social sciences or physical/life sciences. The position is effective no later than fall 1984. Salary negotiable w/min. of $18,000, initial 2-yr. appointment, associated faculty rank with all faculty privileges except tenure and sabbatical leave, good fringe benefits. Send a letter of application, resume, and the names and telephone numbers of at least 3 references before July 1 to: Larry Frye, Lilly Library, Wabash College, Crawfordsville, IN 47933. Women and minorities are encouraged to apply. AA, EOE.

BEST COPY AVAILABLE

e) Systems librarians may report to the director of the library

ASSOCIATE UNIVERSITY LIBRARIAN FOR SYSTEMS. This position is responsible to the University Librarian for the planning, development and installation of an integrated library system serving all libraries within the Tufts University Library system. These include Wessell Library (Arts and Sciences), the Ginn Library of the Fletcher School of Law and Diplomacy and the Health Sciences Library. With the advice and assistance of the principal librarians, library and faculty advisory committees, the appointee will continue planning for installation of the system, vendor relations, and the development of systematic plans for staged introduction of the various sub-systems in multiple locations. At an appropriate time service will be extended to various non-library locations.

SYSTEMS ANALYST, PLANNING LIBRARIAN. Under the general direction of the Dean of Libraries, plan, implement and evaluate computerized library systems. Assist departments with the formulation of long-rang plans involving automation, facilities, work-flow, and advanced technologies. Responsible for the Library's management information system. Participate in collection development and faculty/professional activities. ALA-accredited master's degree, programming language, and two (2) years relevant experience in an academic/research library are required. A bachelor's degree in computer/management science or related discipline and familiarity with large bibliographic files and networking systems are preferred. Assistant Professor, $25,000 minimum. Send resume and names of three references by August 15, 1983, to Arthur P. Young, University Library, University of Rhode Island, Kingston, RI, 02881. An affirmative action, equal opportunity employer, m/f.

or the head of technical services.

Head, library systems department. Reports directly to the associate director for technical services. Responsibilities: plan and coordinate bibliographic and administrative computing, including Data General MV8000 minicomputer for the DataPhase ALIS II system, and 10 IBM PCs for in-house administrative systems; over [illegible] staff [illegible]

Automation especially in an integrated system is making massive reorganizational changes in libraries.

f) Circulation, for example used to be in public services

ASSISTANT DIRECTOR FOR PUBLIC SERVICES. Full management responsibility for all library public services including circulation, reference, and information services in general and science libraries.

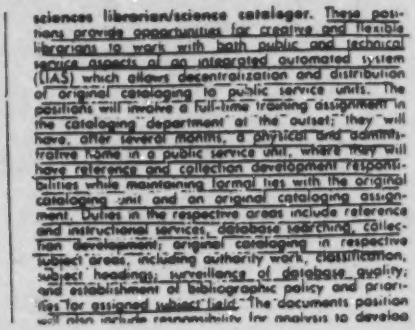
HEAD OF CIRCULATION: (search reopened). Appointment date, July 2, 1984. Reporting to Associate Director for Public Services, the Head of Circulation is responsible for managing circulation/reserve functions and policies, supervising 6 full-time clerks and 20 FTE student staff, and working with a computer-based circulation control system.

In recent years it has been moved to technical services.

ASSISTANT DIRECTOR OF LIBRARIES FOR TECHNICAL SERVICES. Administers technical services activities in the Library, including the monographic and serials processing departments, the circulation department, and automation related activities. Participates in implementation of Library's online automated system. Represents the Library at national, state, and local levels for technical services concerns. Assumes leadership in coordinating development of goals, priorities, policies, and procedures for technical services units. Administers and coordinates retrospective conversion project.

TECHNICAL SERVICES COORDINATOR. The University of Wisconsin-La Crosse is seeking applications from experienced librarians for the position of Technical Services Coordinator, to begin January 9, 1984. Primary responsibilities include planning and coordinating existing and new automation activities (acquisitions, circulation, and online catalog), supervision and coordination of acquisitions, cataloging, serials and microform services; [illegible]

g) With integration of automated systems totally new organizations are appearing such as original cataloging being done in public service units



sciences librarian/science cataloger. These positions provide opportunities for creative and flexible librarians to work with both public and technical service aspects of an integrated automated system (IAS) which allows decentralization and distribution of original cataloging to public service units. The positions will involve a full-time training assignment in the cataloging department at the outset; they will have, after several months, a physical and administrative home in a public service unit, where they will have reference and collection development responsibilities while maintaining formal ties with the original cataloging unit and an original cataloging assignment. Duties in the respective areas include reference and instructional services, database searching, collection development; original cataloging in respective subject areas, including authority work, classification, subject headings; surveillance of database quality; and establishment of bibliographic policy and priorities for assigned subject field. The documents position will also include responsibility for analysis to develop

or new divisions made up of both functions have appeared.

ASSISTANT or ASSOCIATE UNIVERSITY LIBRARIAN - ACCESS SERVICES

AVAILABLE: July 1, 1983
SALARY: $29,400 - $48,100

The University and the Library

The University of California, San Diego, has an enrollment of approximately 13,000 and employs 3,000 faculty and other academicians, and over 7,500 non-academic staff. The main academic units are four undergraduate colleges, a division of graduate studies and research, a division of engineering, the School of Medicine, Scripps Institution of Oceanography, and University Extension. The University Library system consists of the Central University Library, The Biomedical Library and Medical Center Library, the Cluster Undergraduate Library, the Science & Engineering Library, and Scripps Institution of Oceanography Library. The combined collections total 1.5 million volumes.

Responsibilities

Under the general direction of the University Librarian, administers, coordinates and provides leadership in library services to support UCSD instructional and research programs, and services to meet the needs of the general public. Initially will have responsibility for the implementation of an integrated automated system for the acquisitions, cataloging and circulation functions of the University Library. The Assistant/Associate University Librarian - Access Services has line responsibility for the Central University Library's Acquisitions, Cataloging and Circulation Departments, and coordinates library wide operations in these functional areas to assure consistency and quality of standards within the University Library. May eventually assume responsibility for additional or alternate administrative functions.

Submitted to Consultant for the Legislation Finance Committee 9-13-84.

AC

UNIVERSITY OF NEW MEXICO GENERAL LIBRARY

Position Description

POSITION TITLE:	Head, Government Publications Department
TYPE:	Permanent, 12 month, full-time
DEPARTMENT:	Government Publications Department
RESPONSIBLE TO:	Assistant Dean for Readers' Services
EDUCATION:	Baccalaureate degree, masters' degree in Library Science from an institution accredited by the American Library Association.
SPECIAL EXPERIENCE OR QUALIFICATIONS:	Theoretical knowledge and practical working experience with government publications at the local, state, national and international levels. Administrative and supervisory experience.
ADMINISTRATIVE RESPONSIBILITIES:	Administration of operations of Government Publications Department and of Map Library including all technical processing, bibliographic and reference services. Has overall responsibility for staff of one librarian, three support staff and student assistants. In consultation with other department and division heads, establishes policies and procedures and assists in discussions and decisions relative to operation of the library.
DUTIES:	Establishes the Department procedures and implements programs suitable for operation of a Regional Depository. Has overall responsibility for coordination of collection development in government publications in cooperation with other social science materials. Designs and implements programs for use of this type of material on the campus and by the state and local community. Assumes additional duties as assigned.
FACULTY RESPONSIBILITIES:	It is assumed that the incumbent in this position will comply with the policies of the Faculty Handbook including the basic requirements of the "Appointment and Promotion Policy".

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UNIVERSITY OF NEW MEXICO GENERAL LIBRARY

Job Description

POSITION TITLE:	Assistant Head, Special Collections Department
TYPE:	Permanent, 12 month, full-time
DEPARTMENT:	Special Collections Department
RESPONSIBLE TO:	Head, Special Collections Department
EDUCATION:	Baccalaureate degree, master's degree in library science from an institution accredited by the American Library Association. A second master's degree is desirable.
SPECIAL EXPERIENCE AND/OR QUALIFICATIONS:	Fluency in Spanish is required. Knowledge of archival management, Southwestern history, New Mexico history, Southwestern folklore and oral history; rare books and bibliography are desirable.
ADMINISTRATIVE RESPONSIBILITIES:	Assist the Head, Special Collections Department, in all administrative tasks and assume responsibility for the department in the absence of the department head.
DUTIES AND RESPONSIBILITIES:	Selecting and acquiring gifts and purchases of all types of special collections materials. Catalog and index photographs, journals, and various archival materials. Provide high quality reference service. Solicit gifts of materials. Work closely with other members of the department, library, and the university community. Perform other tasks as assigned.
FACULTY RESPONSIBILITIES:	It is assumed that the incumbent in this position will comply with the policies of the Faculty Handbook including the basic requirements of the "Appointment and Promotion Policy".

12/1/77

UNIVERSITY OF NEW MEXICO GENERAL LIBRARY

Position Description

POSITION TITLE:	AUTOMATED PROCESSING LIBRARIAN
TYPE:	Permanent 12-month, full-time
DEPARTMENT:	Bibliographic Control Department in Technical Services Division
RESPONSIBLE TO:	Head of Bibliographic Control Department
SALARY/RANK:	$17,000 - 20,000 annually; academic rank dependent on qualifications.
EDUCATION:	ALA-accredited MLS
SPECIAL EXPERIENCE OR QUALIFICATIONS:	Required: A minimum of two years of recent, relevant experience working with automated library systems, viz., cataloging knowledge of AACR 2, Library of Congress subject classification, MARC format, and automated authority control systems. Desired: Professional level experience and knowledge of academic and/or research librarianship. Supervisory experience and/or skills and an ability to train library faculty and staff. Effective communication skills. Personal initiative and "flexibility." Reading knowledge of at least one modern European language.
DUTIES:	Reports administratively to the Head of the Bibliographic Control Department. Initally, the incumbent will coordinate and provide technical direction and supervision in the production-oriented automated processing unit--currently consisting of 25 people (17.5) FTE, including 4.5 FTE students. The unit is responsible for processing monographs (Utilizing OCLC cataloging system), searching, creating and utilizing machine-readable records, quality and authority controls (for cataloging and the in-house DATA PHASE circulation system), and retrospective conversion.

DUTIES (Cont'd):	Will serve as the primary day-to-day liaison person with OCLC, AMIGOS, and within UNMGL in matters concerning daily operations of the unit. The incumbent is expected, eventually, to serve as the primary resource person on day-to-day operations with respect to automated support systems in all of Technical Services. Will collect and disseminate information, prepare reports, and compile statistics for library use. Collection development responsibilities may be assigned. Other duties as required.
FACULTY RESPONSIBILITIES:	Must fulfill University requirements for faculty status, including research and publication.
APPLICATIONS:	Submit resume (including names of three references) by August 15 to: Paul Landenberger, Personnel Librarian, General Library, University of New Mexico, Albuquerque, NM, 87131.

UNM is an Affirmative Action/Equal Employment Opportunity employer.

New York University
A private university in the public service

Elmer Holmes Bobst Library
Office of the Dean of the Libraries

70 Washington Square South
New York, N.Y. 10012

June 1, 1982

Memorandum

To: Library Faculty & Staff

From: Carlton C. Rochell

As we proceed toward the final stages of our online catalog development, we have been carefully reviewing our current organizational structure and how it can best respond to the needs of those utilizing the new system. The online catalog will require a significant amount of staff time for documentation, training, testing and publicity. Furthermore, its data base will need to be integrated with our circulation/reserve data base, making it necessary to carefully coordinate these functions. Our circulation, reserve, systems and online catalog units must, therefore, work closely together in both their data base and service functions. Branch and consortium libraries using these two data bases will also need to articulate their operations closely with these Bobst operations.

Given present and future needs, we have decided to reorganize the circulation, reserve and systems departments into a new unit called Automated Services and to place the unit, organizationally, under the Technical Services Department. To administer this new unit, we will recruit a professional librarian who will be responsible for the services of the online catalog as well as these other functions. This unit head, who will report to Karin Trainer, will need to be knowledgeable of both cataloging and circulation systems and how these systems relate to library users.

In addition to overseeing the operation of circulation, reserves, and systems, the new head will be directly involved with the implementation and operation of the online catalog. This will include the configuration of terminals, testing, training and user orientation. It is felt that the key to introducing the new system to the NYU community is careful preparation of user materials and training sessions as well as an effective publicity campaign. The head of this new unit will be central to our efforts in this area.

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SESQUI CENTEN NIAL CELE BRATION

New York University
A private university in the public service

Division of Libraries, New York University Press, University Archives
Elmer Holmes Bobst Library
Office of the Dean

70 Washington Square South
New York, N.Y. 10012

May 17, 1983

MEMORANDUM TO: Library Faculty and Staff

FROM: Carlton C. Rochell

RE: Personnel

Following the recent resignation of Karin Trainer, I have spent considerable time in discussions with Karin and others on management issues surrounding the overall Technical and Automated Services Department in general and its automation aspects in particular.

My conclusions are that, for the forseeable future, both areas require direct and continuous leadership at the Cabinet level. Therefore, I have asked Gail Persky to assume full responsibility for the Automated Services Department including the online catalog. She will join the Dean's Cabinet with the title of Director and her unit will become a Department. The position of Director of Technical Services will encompass Cataloging, Acquisitions, and Serials; we will circulate a position description shortly. We welcome applications and nominations from the faculty and will recruit widely as well as interview at the upcoming ALA Los Angeles conference.

Thank you for your continuing cooperation.

ccr/lg
per263

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New York University
A private university in the public service

Elmer Holmes Bobst Library
Office of the Dean of the Libraries

70 Washington Square South
New York, N.Y. 10012

NEW YORK UNIVERSITY LIBRARIES

Position Vacancy

Title

Head, Automated Services Unit

Description

Responsible for the overall organization, administration and coordination of the Circulation, Reserve, Systems and On-line Catalog operations, with a total FTE staff of 51 clerical and 5 administrative personnel. Direct the circulation and reserve functions which utilize a GEAC automated system. Administer the activities of the systems staff and coordinate their work with other units. Assist in the final planning and implementation of a GEAC on-line catalog, scheduled for installation in December, 1982. Oversee the maintenance and operation of both the circulation and on-line catalog systems and their data bases. This position reports to the Director of Technical Services.

New York University Libraries

Library facilities at New York University serve the school's 50,000 students and faculty and contain more than 3 million volumes. The Elmer Holmes Bobst Library houses 2 million of these volumes and serves as the university's principle research resource. New York University is a member of the Research Libraries Group and uses its various automated systems. NYU serves as the administrative headquarters of the Research Library Association of South Manhattan, a consortium which includes four academic institutions in Greenwich Village which will all be linked together by the on-line catalog.

Qualifications

AccreditedMaster's degree in Library Science. (Subject Master's degree required for promotion beyond the rank of Library Associate - equiv. Instructor.) Applicant must be able to effectively plan, organize, and guide the work of a large administrative and clerical staff in a computer-based environment. A minimum of three years of professional experience is required, and candidates must demonstrate knowledge of both circulation and cataloging systems. A record of continuing education of professional activities relating to library automation is required.

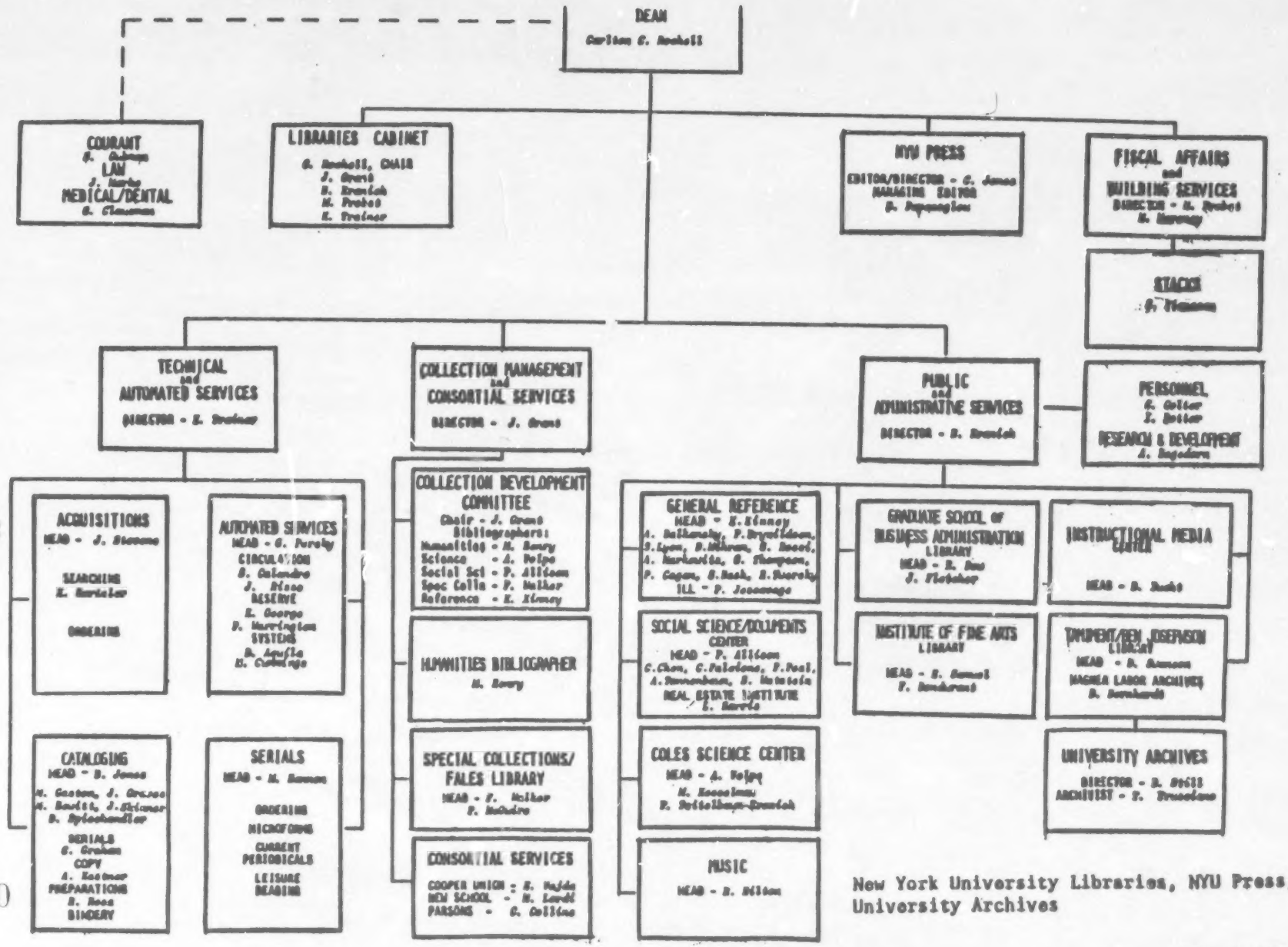
Salary/Benefits

Salary commensurate with experience and background in a range of $23,000-$27,000/annum. Faculty status. TIAA/CREF retirement plan, group life insurance, five weeks annual vacation, tuition remission at New York University.

SESQUICENTENNIAL CELEBRATION 1831 1981

Apply: Send resume and letter of application, including the names of three references by July 15, 1982 to: Mrs. Connie Colter, Personnel Officer New York University Libraries, 70 Washington Sq. South, NYC 10012 (212) 598-2484

NEW YORK UNIVERSITY IS AN AFFIRMATIVE ACTION INSTITUTION.



New York University Libraries, NYU Press, University Archives

March 1983

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OSU

The Ohio State University

University Libraries
1858 Neil Avenue Mall
Columbus, Ohio 43210-1286
Phone 614-422-6151

December 4, 1984

B. J. Busch
Systems and Procedures Exchange Center
Association of Research Libraries
1527 New Hampshire Ave., N.W.
Washington, D.C. 20036

Dear Ms. Busch,

Let me explain in greater detail our answers to questions 1 and 2 of your survey. There are two types of integration of functions presently in place at OSU. Because our librarians have faculty status, all are encouraged to participate in the user education program as part of their teaching function. Many library faculty from technical services have done bibliographic instruction over the years.

There are also several instances of an individual library faculty member performing reference, collection development, cataloging, and user education functions for areas of international studies. However, these positions exist because of the special language requirements of the tasks (in Japanese studies and Judaic and Middle Eastern Studies) not due to the influence of automation. It should be noted that the existence of an integrated online system has allowed for decentralized processing of international studies materials at their various locations in the library.

Over the last several years two separate task forces have reviewed the internal organizations of technical services and of Main Library public services. Recommendations for independent reorganization of these two divisions are in various stages of consideration and implementation. However, the reorganization is not a response to automation, but a means of addressing longstanding problems. I believe they therefore fall outside the purview of your investigation. I am nevertheless sending along the two task force reports for your files.

If you wish further information, please let me know.

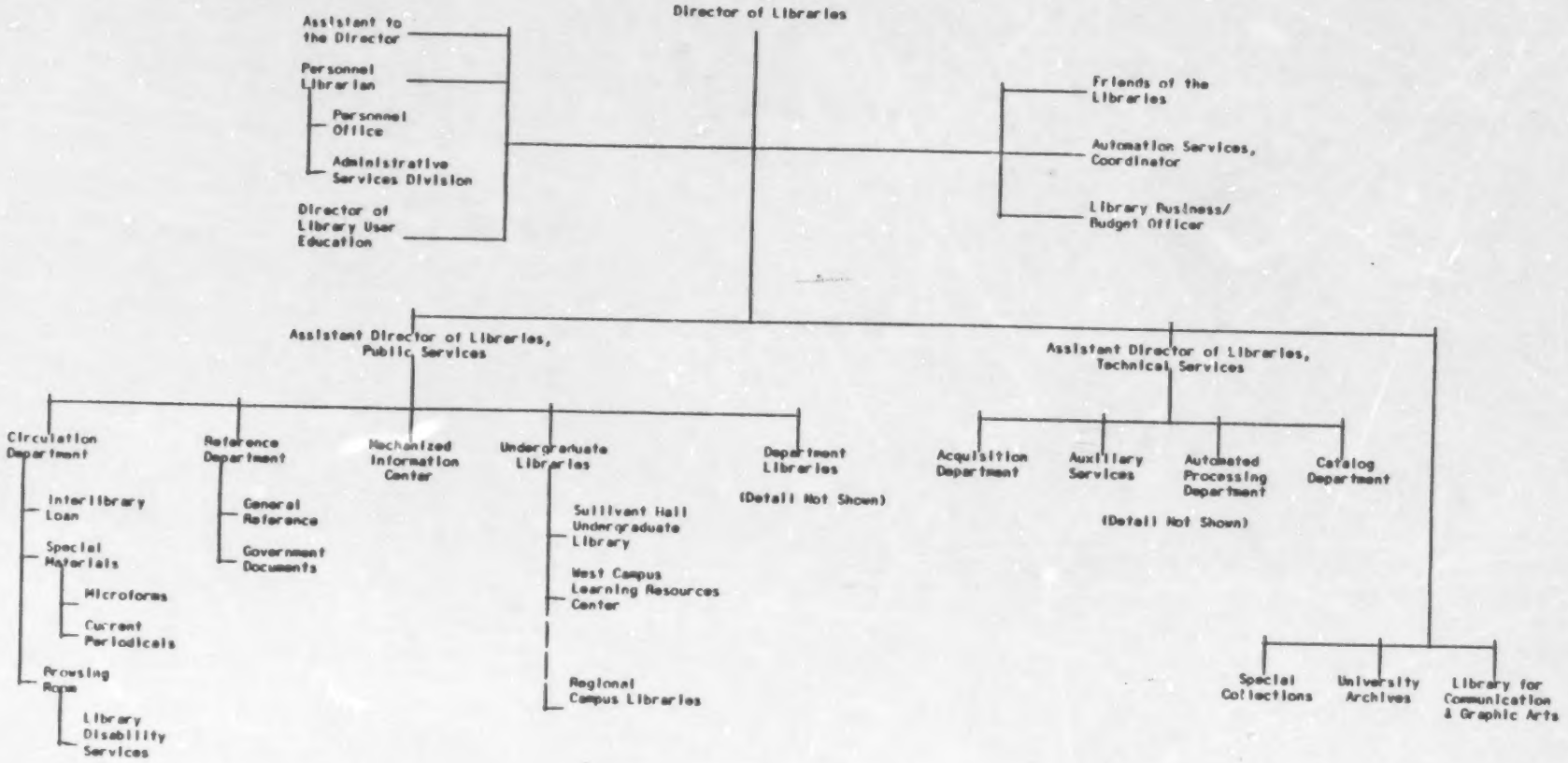
Sincerely,

Jill Fatzer

Jill Fatzer
Assistant Director for
Main Library Public Services

JF:jd

Enclosures



ORGANIZATION OF
THE OHIO STATE UNIVERSITY LIBRARIES*
1983

* The organization of the Libraries is not shown in full detail.

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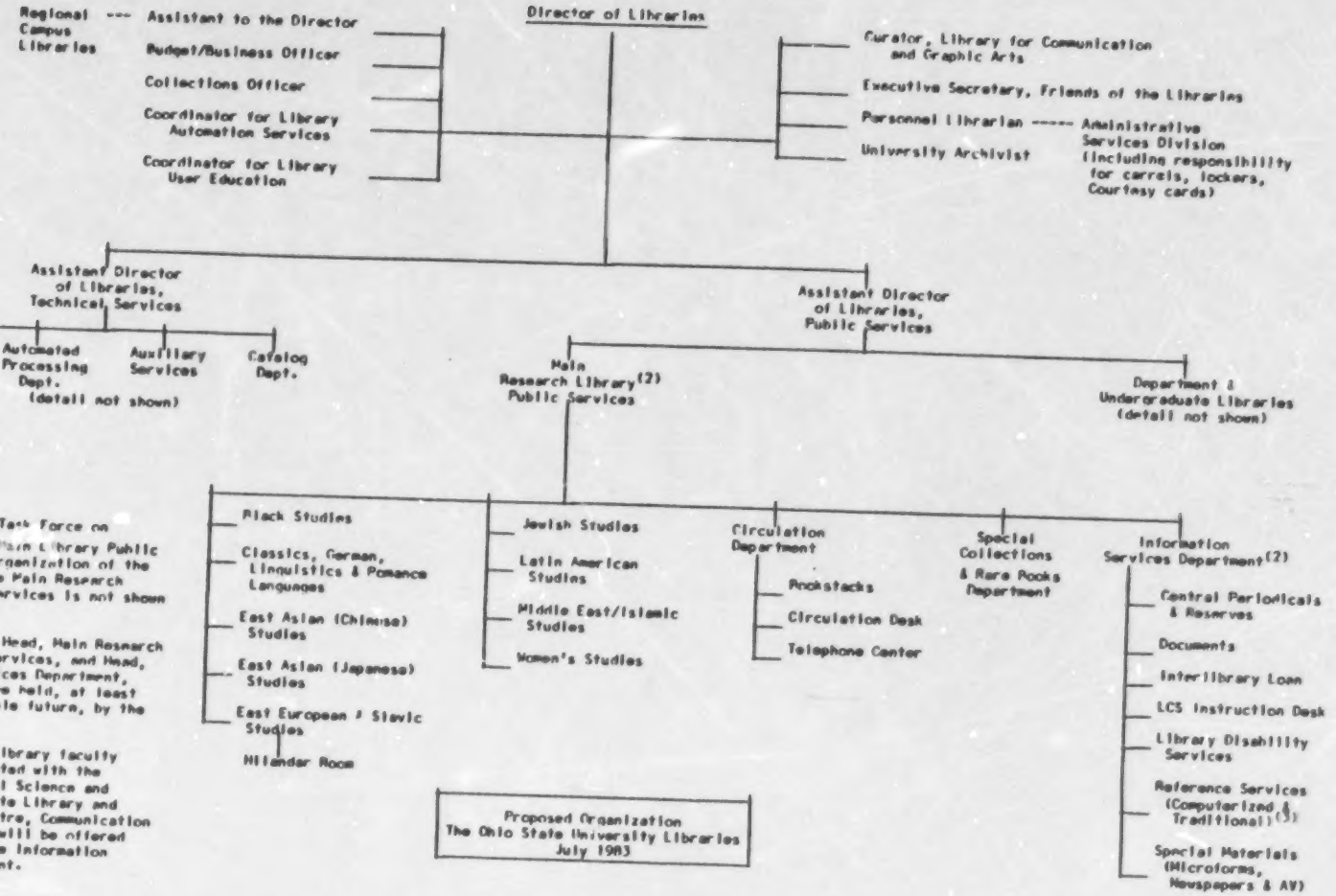

Notes

(1) Prepared by the Task Force on Organization of Main Library Public Services. The organization of the Libraries outside Main Research Library Public Services is not shown in full detail.

(2) The positions of Head, Main Research Library Public Services, and Head, Information Services Department, are intended to be held, at least for the foreseeable future, by the same person.

(3) The services of library faculty currently associated with the History, Political Science and Philosophy Graduate Library and the English, Theatre, Communication Graduate Library will be offered under aegis of the Information Services Department.

Proposed Organization
The Ohio State University Libraries
July 1983

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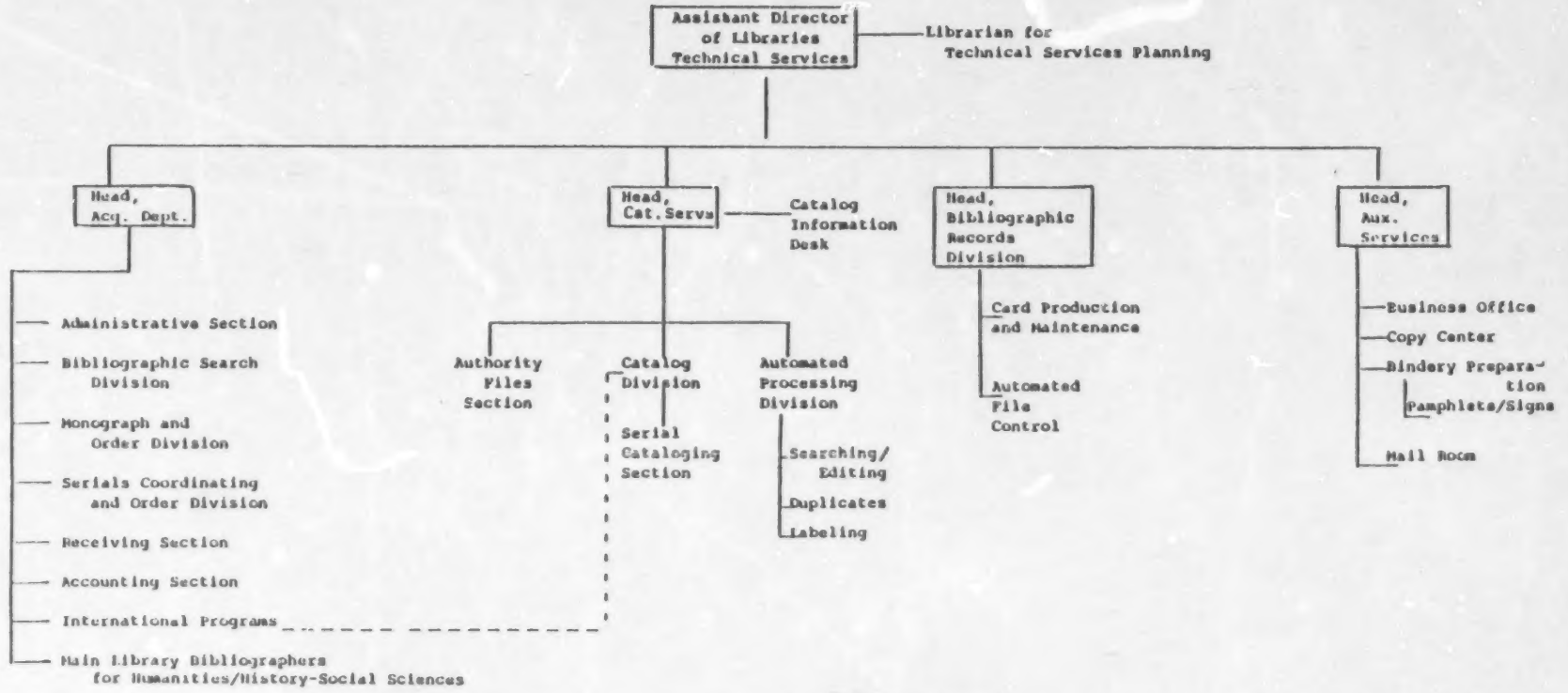
THE OHIO STATE UNIVERSITY LIBRARIES

Technical Services Organization (Current)

1981/2



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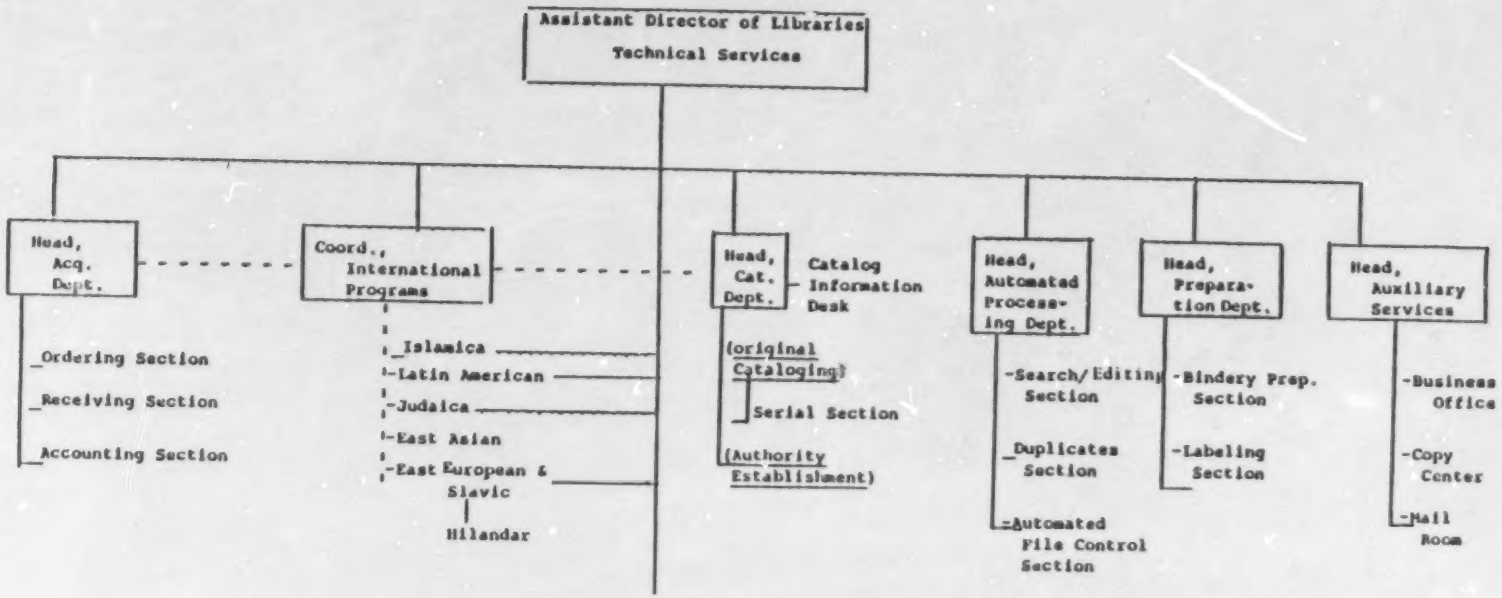
THE OHIO STATE UNIVERSITY LIBRARIES

Technical Services Organization (Proposed)

1982/83



NOTE: Main Library Bibliographers' functions to Public Services

3/82

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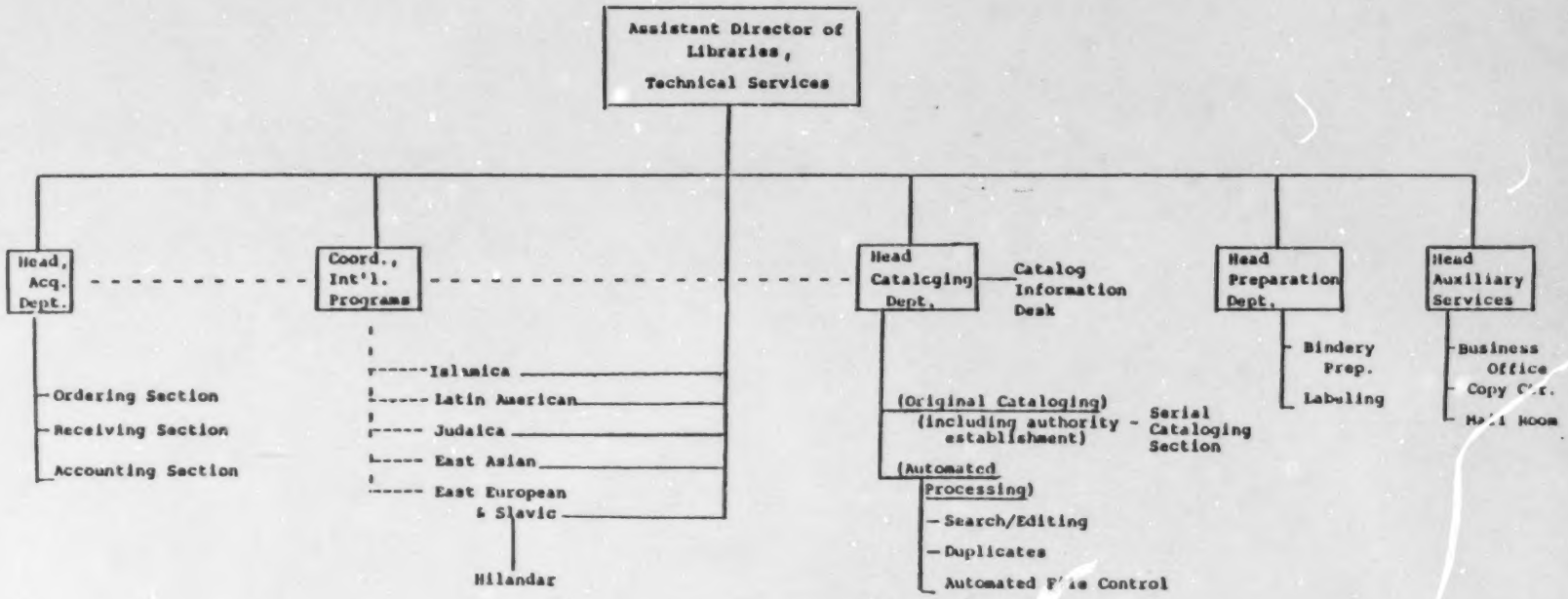
THE OHIO STATE UNIVERSITY LIBRARIES

Technical Services Organization (Proposed)

1983/84



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PUBLIC SERVICES STAFF--
QUESTIONNAIRE ON TECHNICAL SERVICES

Ohio State

We all have more than enough paper to push off our desks, but your response to this questionnaire can really help the current study of the organization of Technical Services (TS).

The Task Force needs your informed opinions about how Technical Services functions. We need to know what seems to be working well, as well as what may not be working so well. We need your insights and ideas.

We have designed the questionnaire to permit you to remain anonymous, although we would like to have some very general information about you to help us analyze the responses. And, if you have more information to offer than can be accommodated in this form, we invite extended written comments and/or requests to talk with individuals on the Task Force. The last page of the questionnaire has a detachable section for this purpose.

We suggest that you look over the entire questionnaire before beginning your response. Please indicate by recording N/A those items you feel are not applicable to you.

PLEASE COMPLETE AND RETURN BY May 26 to: Task Force, c/o Bill Crowe,
106E Main Library
1858 Neil Avenue Mall

1. What percentage of your work involves interaction with TS? _____
   0% 25% 50% 75% 100%

2. Which TS units do you have the most contact with?

___ Acquisitions
___ Serial Acquisitions
___ Monographic Ordering
___ Accounting
___ Receiving
___ Bibliographic Searching
___ Cataloging
___ APD (OUE)
___ Labelling
___ Searching
___ Serial Cataloging
___ Monographic (and other) Cataloging
___ Authority Files
___ Bibliographic Records Div.
___ Bindery Preparation

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3. On a scale of 1-5 (1= highest satisfaction), indicate how well the following TS areas meet your needs:

		Speed of processing:						Quality of processing:					
		NA	1	2	3	4	5	NA	1	2	3	4	5
Monographic ordering:	approval plan	—	—	—	—	—	—	—	—	—	—	—	—
	verification & placement of orders	—	—	—	—	—	—	—	—	—	—	—	—
	LCS order records, speed of entering	—	—	—	—	—	—	—	—	—	—	—	—
	out of print searching	—	—	—	—	—	—	—	—	—	—	—	—
Monographic cataloging:	APD	—	—	—	—	—	—	—	—	—	—	—	—
	original	—	—	—	—	—	—	—	—	—	—	—	—
Serials:	ordering	—	—	—	—	—	—	—	—	—	—	—	—
	check-in	—	—	—	—	—	—	—	—	—	—	—	—
	cataloging	—	—	—	—	—	—	—	—	—	—	—	—
	holdings updates	—	—	—	—	—	—	—	—	—	—	—	—
	claiming	—	—	—	—	—	—	—	—	—	—	—	—
	withdrawal & transfers	—	—	—	—	—	—	—	—	—	—	—	—
Rush Processing:	ordering	—	—	—	—	—	—	—	—	—	—	—	—
	cataloging	—	—	—	—	—	—	—	—	—	—	—	—
Labelling		—	—	—	—	—	—	—	—	—	—	—	—
Bibliographic Records Div:	card production	—	—	—	—	—	—	—	—	—	—	—	—
	automated file control	—	—	—	—	—	—	—	—	—	—	—	—
	transfers	—	—	—	—	—	—	—	—	—	—	—	—
	withdrawal	—	—	—	—	—	—	—	—	—	—	—	—
Authority File Section		—	—	—	—	—	—	—	—	—	—	—	—
Accounting		—	—	—	—	—	—	—	—	—	—	—	—
Gift processing:	monographs	—	—	—	—	—	—	—	—	—	—	—	—
	serial	—	—	—	—	—	—	—	—	—	—	—	—
Government document processing:	monographs	—	—	—	—	—	—	—	—	—	—	—	—
	serial	—	—	—	—	—	—	—	—	—	—	—	—
Bindery Prep.		—	—	—	—	—	—	—	—	—	—	—	—

4. List in priority order problem areas you observe in central TS and indicate what you feel causes the problems (i.e., workflow, workload, cumbersome procedures, LCS, staff allocation, OCLC, MACR II.....)

5. What in your opinion are the 3 units, sections, etc., in TS which need highest priority in reorganization and examination of function?

6. If a reorganization of TS made it possible to shift some positions, what units do you think could best use more people, and which units do you think can best afford to spare them?

7. List 2-4 positive aspects in your unit's relationship with central TS..... Be as specific as you can.

8. List 2-4 really frustrating aspects in your unit's relationship with central TS.....Be as specific as you can.

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9. Please list tasks and procedures you feel could be performed more efficiently in the workflow between (1) your unit and TS units OR (2) your job and TS units. (circle 1 or 2 and comment).

10. How could procedures identified in question 9 be performed more efficiently?

11. List any tasks you think TS within present resources, ought to perform that they do not now perform:

12. List any tasks that TS now performs that you think can be eliminated altogether.

13. List any procedures you think TS now performs that Public Services units could or should perform:

14. List 3 changes instituted in the Libraries in the last 5 years that have improved TS Service (for example, FBR on LCS, LIBRIS, etc.).

1.

2.

3.

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15. If you were Director of Libraries, what 3 things would you do to improve TS within our present resources?

1.

2.

3.

16. If you were Director of Libraries, what 3 things would you do to improve the library system as a whole, within our present resources?

1.

2.

3.

17. Do you favor <u>decentralized</u>:

	YES	NO
on-line check-in of serials?	____	____
cataloging?	____	____
on-line updating of holdings?	____	____
placement of OCLC terminals?	____	____

18. I feel LCS should be the official record of copy/volume holdings.
Strongly Agree Agree Not sure Disagree Strongly disagree

19. I feel that my unit should do on-line:

A. Serial Holding updating
Strongly agree Agree Not sure Disagree Strongly disagree

B. Mono Set Holding updating:
Strongly agree Agree Not sure Disagree Strongly disagree

C. Monograph Holding updating:
Strongly agree Agree Not sure Disagree Strongly disagree

20. Explain how you use SAPP:

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21. Do you believe that your use of SAPT warrants annual production and printing of updates?

COMMENTS:

22. TS faculty and staff cooperate with PS faculty and staff to get the work of the Libraries done:
Always Most of the time Occasionally Seldom Never

23. What didn't we ask that you want to tell us concerning TS?

* * * * * * * * * * * * * * * * * * *

DEMOGRAPHICS

24. How long have you worked in the OSUL?

____less than one year ____1-3 years

____4-7 years ____over 7 years

25. How much longer would you like to work in the OSUL?

____until retirement ____more than 5 more years

____3-5 years ____ 1-2 years

____less than 1 more year

26. Are you ____Classified Civil Service Staff or ____faculty (or A & P)?

27. Do you work in Main Library ____Department Libraries____Undergraduate Libraries_____ Other_____?(Check as many as apply)

28. This completed questionnaire may be shown to Dr. Studer, Ms. Meyer, and Mr. Besant. Yes_____ No_____

If you wish to be interviewed to give your ideas in greater depth, please give your name, check 2 members of the Task Force you would be most interested in talking to, and send this detachable stub to Bill Crowe, 106E Main Library, 1858 Neil Ave. Mall.

July 7, 1981

REPORT ON RESPONSES TO TASK FORCE QUESTIONNAIRES . . .

The Task Force on Technical Services Organization has completed its basic review of the responses to the Technical Services and Public Services general questionnaires. In response to many informal questions, a brief --- and necessarily general --- summary follows:

Among people responding to the Technical Services survey there were many, many points of general agreement --- with little variation from department to department or between categories of personnel. For example, there was general agreement on such issues as: (1) the generally positive atmosphere which most people feel exists between themselves and their co-workers and supervisors, (2) the high desirability of flexible scheduling program, (3) the lack of adequate numbers of library faculty and support staff to carry on the work of the Libraries, and (4) the frustrations of working in areas that are not adequately cleaned and in which temperature control is not consistent. Almost all respondents felt that they understood quite well the duties and responsibilities of their positions and that, for the most part, they are given the information and material support they need. There were many, many expressions of concern about backlogs.

There were differences of opinion, of some significance, about the feasibility of relying on LCS as the official record of copy and volume holdings. And there were many strongly expressed comments about the problems of maintaining the card catalogs while LCS must also be maintained, effectively, as a catalog. A review and bringing up-to-date of documentation of policy and procedure is seen as essential to avoid, or at least to minimize, problems in training of new personnel and lapses in communication as the Libraries move into a period of significant change.

There were several people in Technical Services who made special efforts to respond to the questionnaire with extended statements, in one case, an essay. These unexpected responses have proved especially useful in setting some issues in context.

Responses to the Public Services questionnaires were received from more than sixty people. While many respondents expressed themselves primarily about specific processes or areas in Technical Services (because their knowledge of Technical Services is focused on those areas with which they deal, for example Serial Acquisitions), several valid generalizations may be made: (1) There is broad-based and deep appreciation for the personal efforts of many people in Technical Services, with many examples given. (2) There is also general concern about interacting with Technical Services as a structure, exemplified in the question of who or what unit should one approach to solve a problem to answer a question. (3) There were many specific expressions of concern about setting of priorities for processing, with gift material often cited as a problem. (Many Technical Services staff expressed concern about this same issue.)

There were many comments/questions/suggestions about the operation of specific units --- almost always accompanied by a statement to the effect that: "Unit X needs more people." or "Perhaps we could simplify process Y to move things along." And most respondents tempered criticism by noting that they could speak only about what they could see and understand, and that they realized that the needs of "larger picture" might be the source of what they perceived as a problem. On one specific issue, the value of SAPP, there was widespread support for its continuation, though many raised questions about its expense and the form in which it is issued, e.g., could not SAPP be on-line, incorporated somehow with LCS? On decentralization of some functions, most respondents demurred about most of these, pleading lack of staff and/or technical knowledge. One area that did spark some interest --- beyond making OCLC terminals more broadly available --- was decentralized check-in of serials, especially in department libraries --- provided that a transition plan was carefully constructed and phased in.

CURRENT OPENINGS

THE PENNSYLVANIA STATE UNIVERSITY LIBRARIES
Assistant Acquisitions Librarian, Humanities/Social Sciences
Assistant Acquisitions Librarian, Science/Technology

Two new faculty positions with academic rank at the Pennsylvania State University Libraries will focus respectively on humanities/social sciences and science/technology subjects. They will report to the Acquisitions Librarian and work closely with the Collection Development Coordinator and will be responsible for acquisitions coordination in all formats within subject focus. Initial broad subject assignment may be modified in future toward more specific subject areas. Both positions will have opportunities for expanded professional involvement in public services.

Responsibilities: selection monitoring in line with collection principles; work with selectors and staff on collection goals, budgets, sources, evaluation, etc.; consultation with university faculty, campus librarians, fund administrators on acquisitions matters; monitoring of vendor and publisher performance, approval plans, and exchange relationships. Related duties include storage and withdrawal decisions; evaluation of circulation/interlibrary loan data, faculty and student requests, and potential gifts to determine collection needs; donor relations; book/serial budget and gift fund monitoring; and participation in departmental planning.

Qualifications: ALA-accredited MLS or equivalent; minimum two years acquisitions or collection development experience in academic or major public library (with some reference experience preferred); thorough knowledge of domestic and foreign booktrade; knowledge of foreign language (German or Russian for science/technology, Western European for humanities/social sciences); excellent communication and public relations skills. Subject master's, familiarity with library automation desirable. Potential for promotion and tenure will be considered.

These positions are in the Bibliographic Resources and Services Division of the University Libraries, which include a central collection and six subject libraries at University Park, and libraries at each of twenty campuses throughout the Commonwealth. Collections include over 2 million volumes, as well as extensive holdings of maps, microforms, and documents. Serving approximately 63,000 students at all locations, with 35,000 enrolled at University Park, the Libraries have an integrated automated system which is being used in innovative ways to enhance and complement services. Penn State, an ARL library, participates in RLG, OCLC, and the Pittsburgh Regional Library Center.

Salary and tenurable rank dependent upon qualifications, $18,000 minimum. Available immediately. Liberal vacation; life, health, dental, and vision care insurances; State or TIAA/CREF retirement; optional insurance and tax shelter plans; educational privilege. To apply, send letter of application, current complete resume, and names of three references to Anne Minshall, Box- , The Pennsylvania State University, E505 Pattee Library, University Park, PA 16802. Deadline: May 31, 1984, or later until a suitable candidate is identified.

AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER

The Pennsylvania State University Libraries
Sample Split Assignment
Public Services/Catalog Librarian

Statement of librarian's assignment:

XXXX XXXX's primary assignment is as a special collections librarian with original cataloging responsibilities in the humanities. In this position, she is responsible for:

- providing reference service to faculty, staff, students, and others in the units of the Special Collections Department

- assisting in the development of the rare book and special collections

- presenting course-related instruction and teaching in the credit instruction program as appropriate

- carrying out searches for patrons in online databases

- assisting in the analysis, documentation, and implementation of the archives and manuscripts format

- planning for routine, online processing activities in Special Collections

In addition, she is expected to participate in activities related to library governance, library-wide efforts to develop systems and services, and to devote time to research, scholarly activity, and service to the University, the community and the profession.

The cataloging assignment of each Public Services/Catalog Librarian includes responsibility for the organization of bibliographic information about and control of the Libraries' collections through the LIAS database. XXXX XXXX's assignment includes responsibility for cataloging of monographic materials in the humanities, including provision of bibliographic description and control and subject access. This assignment also includes responsibility for database quality through review and editing of input, and through validation of bibliographic records which provide authority control and consistency of access.

In order to fulfill these assignments, the Public Services/Catalog Librarian needs the ability to handle foreign language materials and the range of subjects included in the humanities. The librarian must be able to make effective use of a variety of bibliographic tools to carry out the work in bibliographic control, and to understand and be able to apply nationally established cataloging rules and conventions for the coding of bibliographic information into machine-readable form. Familiarity with national trends in bibliographic control and automated information retrieval is necessary for effective performance, as is understanding of LIAS, PSUL's automated system for bibliographic control and access.

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Specific duties include:

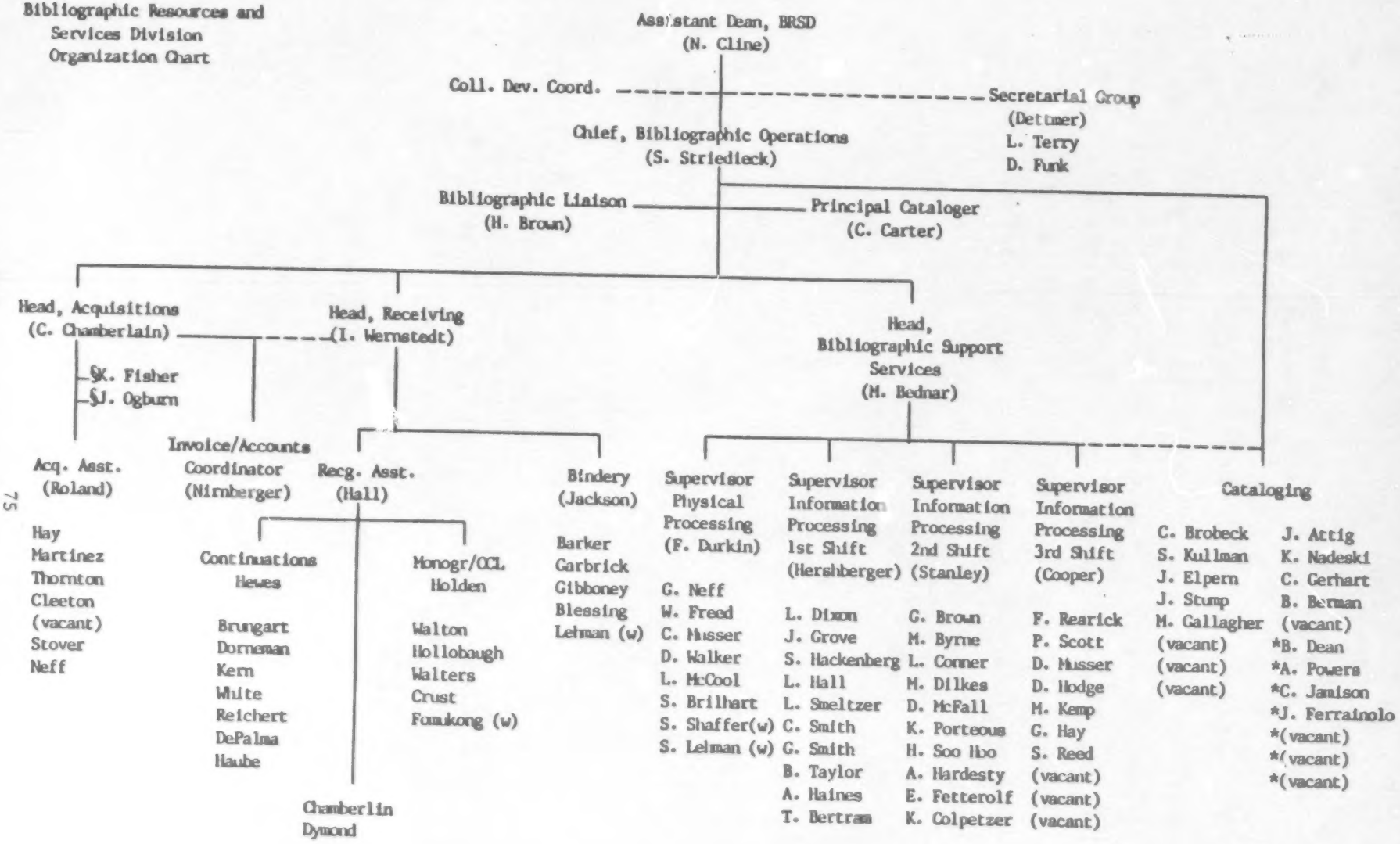
- original cataloging of monographic publications in the humanities, in appropriate languages and topics within the humanities; updating of bibliographic records requiring classification, subject access or other elements for bibliographic control and access.

- mastery of local cataloging or processing policies and practices and awareness of appropriate national or regional developments in bibliographic control.

- participation in planning or discussion of appropriate issues of bibliographic access, control or procedure.

- regular consultation with fellow Catalog Librarians on bibliographic matters.

Bibliographic Resources and Services Division Organization Chart



75

94

* RISD split assignments
§ BRSD split assignments

95

BRSD:3
11/1/84

John R. Kaiser

The Selection-Liaison Project at Penn State

You may well ask, "What can I learn from hearing about collection development activities at Penn State? Will there be anything I'll be able to take home and use in my library?" These are perfectly good questions, and my answer is "Yes," or at least I hope so. While our concept of collection management and development may not be able to be transferred wholesale to the needs of your particular library, there may be parts that you can use. First, I'd like to explain that we do not yet have a highly structured training program such as they do at some institutions you will be hearing about from others today. I'd characterize our attempt for the most part as being low keyed in approach and an effort that is coordinated rather than directed in an elaborate, formal structure. I think that this will become clear to you as I tell you some of what we're doing at Penn State.

Basically, this morning, I'd like to cover three (3) points:

(1) The criteria for appointment as a Selection-Liaison Librarian

(2) The collection management and development activities that Selection-Liaison Librarians are expected to perform

(3) And finally, some on how they learn to perform these activities.

Before I get to these three points I'd like to give you a little background on why and how we created the appointments which we call "Selection-Liaison Librarians." Back in the booming 60's when just about everybody had lots of money, we began - just as a lot of you must have done - to hire full-time subject specialists. We made two appointments in language fields.